Excerpt

ITSM Processes of Service Design according to ITIL® 2011

.... the processes ....
.... the tasks ....
.... the roles ....
.... the responsibilities ....
.... the involved parties ....
This ebook is the 2nd volume of our series „ITSM Processes according to ITIL® 2011“ 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.

We want to provide a process oriented guide of the complex topic of ITIL® 2011 by this ebook that

- avoids the awful evaluation of necessary processes in the beginning of your IT Service Management project
- provides a completeness check of your planned process model
- shows the internal and external interfaces of IT Service Management

and thus accelerates your projekt remarkably and saves costs also (especially external consulting costs).

The purpose of this ebook is not provision of theoretical knowledge but shows the experience of numerous implementations of process oriented IT Service Management from practice. From the perspective of the ITIL® standard all subtopics have more or less the same priority - practice shows a different picture. We have built our process library described in this publication exactly to practical considerations, practical relevance has the primary focus.

Each process is described by

- its process diagram
- its subprocesses (within interface diagrams)
- its tasks (within process diagrams)
- involved organizational units
- involved roles
- involved IT systems

The glossary at the end of the document outlines detailed descriptions of

- process documents
- involved organizational units
- involved roles
- involved IT systems

and provides checklists to key topics.

And now i wish you fruitful and interesting reading!

Yours

Dipl.-Ing. Walter Abel
Legal notice

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Some process pictures are of greater size than A4 for readability purposes. Hence you have to activate poster printing on your printer when printing these process pictures. This will allow to print them distributed to more than one sheet.
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2 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.
4 Service Design

The discipline Service Design provides information and guidance for the development of new respective the adaption and enhancement of existing IT Services. This comprises the assurance of adequate Service Levels and Service Catalogues, the provision of sufficient capacities and availabilities, the security of the IT Services themselves and their continual availability, the risk management and quality ensuring management of the Suppliers of the IT Service Provider.

4.1 Process Overview
4.2 Interfaces
Process Details

Process Responsible: Service Design Manager

Process Content: First level processes for the design and development respective modifications and improvements of IT Services.

Process Goal: Creative steering of the lifecycle of IT Services from initial specification respective modifications and improvements to ready for implementation robust design regarding the business requirements, capacity, availability, security and continuity of provision.

ISO20000 relevant: yes
ISO9000ff relevant: yes
SOX relevant: yes

Involved Organizational Units and Roles

IT Service Consumers
Suppliers

ITSM Disciplines outside Service Design
Service Design

Subprocesses

Business Processes (Task)
Business processes of the organization of the IT Service Consumers.

Organizational Unit
IT Service Consumers

Data Objects
- Approval of Service Contract for Standard IT Service (incoming)
- Approved Service Contract for Individual IT Service (incoming)
- Emergency Procedure (incoming)
- Service Level Report (incoming)
- Service Level Agreement (incoming)
- Request for Individual IT Service (outgoing)
- Request for Standard IT Service (outgoing)
- Business Continuity Strategy (outgoing)
- Business Risks (outgoing)
- IT Requirements Request (outgoing)
- Special Capacity Requirement (outgoing)
Procurement Process *(Task)*  
Processes to supply the **IT Service Consumers** with goods and services.

*Organizational Unit*  
**IT Service Consumers**

*Data Objects*
- Rework Request (incoming)
- Order Cancellation (incoming)
- *IT Purchase Requisition* (incoming)
- *IT Procurement Guideline* (incoming)
- *Supplier Contract* (incoming)
- *Purchase Order* (outgoing)
- *Supplier Contract* (outgoing)

Reclamation Process *(Task)*  
Processes for defects handling of goods and services.

*Organizational Unit*  
**IT Service Consumers**

*Data Objects*
- Reclamation (incoming)
- Rework Request (outgoing)
- Order Cancellation (outgoing)

Supplier Process *(Task)*  
Processes of the external **Suppliers** of the responsible IT Service Provider.

*Organizational Unit*  
**Suppliers**

*Data Objects*
- *Purchase Order* (incoming)
- *Supplier Contract* (incoming)
- Information about new security technology (outgoing)
- *Delivery Documents* (outgoing)
- *Service Level Report* (Supplier) (outgoing)

Service Strategy *(Collapsed Subprocess)*  
Processes for the IT Portfolio Management, definition, revision and cyclically update of the **IT Service Strategy** as part of the business strategy and the Financial Management as well.

*Organizational Unit*  
**ITSM Disciplines outside Service Design**
Data Objects
- Availability Management Report (incoming)
- Capacity Management Report (incoming)
- IT Security Strategy (incoming)
- IT Supplier Strategy (incoming)
- IT Service Continuity Report (incoming)
- IT Service Continuity Strategy (incoming)
- Security Management Report (incoming)
- Recommendations for Demand Control (incoming)
- Demand Prognosis (outgoing)
- Service Portfolio (outgoing)
- Service Strategy (outgoing)

Service Transition (Collapsed Subprocess)
Processes for the controlled transfer of IT Services respective changes to IT Services into Service Operation.

Organizational Unit
ITSM Disciplines outside Service Design

Data Objects
- Personnel Resources Requirements (incoming)
- Availability Management Report (incoming)
- Capacity Management Report (incoming)
- IT Security Guideline (incoming)
- IT Supplier Strategy (incoming)
- IT Service Continuity Report (incoming)
- IT Service Continuity Strategy (incoming)
- Request for Change (incoming)
- Service Level Management Guideline (incoming)
- Security Management Report (incoming)
- Service Level Report (incoming)
- Service Acceptance Criteria (incoming)
- Service Design Package (incoming)
- Order for realization (incoming)
- Change Schedule (outgoing)
- Configuration Items (outgoing)
- IT Requirements Request (outgoing)
- Feasibility from personnel resources perspective (outgoing)
- Release Record (outgoing)
- Transition Management Report (outgoing)
Service Operation (Collapsed Subprocess)
Processes for efficient and effective IT Service Operation.

Organizational Unit
ITSM Disciplines outside Service Design

Data Objects
- Personnel Resources Requirements (incoming)
- Availability Management Report (incoming)
- Capacity Management Report (incoming)
- IT Service Continuity Report (incoming)
- Delivery Documents (incoming)
- Emergency Procedure (incoming)
- Security Management Report (incoming)
- Service Level Report (incoming)
- Security Alert (incoming)
- Incident Management Report (outgoing)
- Incident Record (outgoing)
- IT Requirements Request (outgoing)
- Capacity Relevant Occurrences (outgoing)
- Feasibility from personnel resources perspective (outgoing)
- Problem Management Report (outgoing)
- Security Relevant Occurrences (outgoing)
- Standard Operating Procedures (outgoing)
- Availability Relevant Occurrences (outgoing)

Continual Service Improvement (Collapsed Subprocess)
Processes for the continual quality assurance and optimization of IT Services.

Organizational Unit
ITSM Disciplines outside Service Design

Data Objects
- Availability Management Report (incoming)
- Capacity Management Report (incoming)
- IT Service Continuity Report (incoming)
- Security Management Report (incoming)
- Supplier Service Level Report (incoming)
- Recommendations for Demand Control (incoming)
- Demand for improvement of Contingency Planning (outgoing)
- Demand for Security Control (outgoing)
- CSI Register (outgoing)
- Service Evaluation Report (outgoing)
Service Design Coordination (Collapsed Subprocess)
Ensuring consistent and effective design of new or modified IT Services, management information systems for ITSM, architectures, technologies, processes, information and performance indicators.

Organizational Unit
Service Design

Data Objects
- Availability Management Report (incoming)
- Capacity Management Report (incoming)
- Design Recommendation for High Availability (incoming)
- Incident Management Report (incoming)
- IT Service Continuity Report (incoming)
- Feasibility from personnel resources perspective (incoming)
- Feasibility from capacity perspective (incoming)
- Feasibility from personnel resources perspective (incoming)
- Feasibility from availability perspective (incoming)
- Problem Management Report (incoming)
- Risk Log (incoming)
- Security Management Report (incoming)
- Service Evaluation Report (incoming)
- Service Catalogue (incoming)
- Service Portfolio (incoming)
- Service Strategy (incoming)
- Availability Requirements (outgoing)
- Service Continuity Requirements (outgoing)
- Capacity Requirements (outgoing)
- Personnel Resources Requirements (outgoing)
- Security Requirements (outgoing)
- Request for Change (outgoing)
- Service Level Management Guideline (outgoing)
- Service Acceptance Criteria (outgoing)
- Service Design Package (outgoing)
- Change Request for Service Catalogue (outgoing)

Service Level Management (Collapsed Subprocess)
Definition, specification, contractual agreements within the Service Level Agreements and all accompanying documents like Operational Level Agreements and Underpinning Contracts.

Organizational Unit
Service Design
Service Design according to ITIL® 2011

Data Objects

- Request for Individual IT Service (incoming)
- Request for Standard IT Service (incoming)
- Service Level Report (Supplier) (incoming)
- Service Portfolio (incoming)
- Service Strategy (incoming)
- Demand for new Supplier Contract (outgoing)
- Demand for change of Supplier Contract (outgoing)
- Approval of Service Contract for Standard IT Service (outgoing)
- Approved Service Contract for Individual IT Service (outgoing)
- Service Level Report (outgoing)
- Service Level Agreement (outgoing)

Capacity Management (Collapsed Subprocess)

Evaluation, monitoring and provision of all required service capacities and reporting thereto.

Organizational Unit
Service Design

Data Objects

- Capacity Requirements (incoming)
- Availability Management Report (incoming)
- Change Schedule (incoming)
- Demand Prognosis (incoming)
- IT Service Continuity Report (incoming)
- Capacity Relevant Occurrences (incoming)
- Risk Log (incoming)
- Security Management Report (incoming)
- CSI Register (incoming)
- Service Level Agreement (incoming)
- Service Catalogue (incoming)
- Service Landscape (incoming)
- Special Capacity Requirement (incoming)
- Transition Management Report (incoming)
- Capacity Management Report (outgoing)
- Feasibility from capacity perspective (outgoing)
- Request for Change (outgoing)
- Order for realization (outgoing)
- Recommendations for Demand Control (outgoing)
Availability Management (Collapsed Subprocess)
Monitoring and reporting of availability and all necessary activities to ensure the availability of the IT Services according to the agreed Service Levels.

Organizational Unit
Service Design

Data Objects
- Availability Requirements (incoming)
- Capacity Management Report (incoming)
- Change Schedule (incoming)
- Demand Prognosis (incoming)
- IT Service Continuity Report (incoming)
- Recovery Plan (incoming)
- Risk Log (incoming)
- Security Management Report (incoming)
- CSI Register (incoming)
- Service Level Report (incoming)
- Service Level Agreement (incoming)
- Service Catalogue (incoming)
- Service Landscape (incoming)
- Standard Operating Procedures (incoming)
- Transition Management Report (incoming)
- Availability Relevant Occurrences (incoming)
- Availability Management Report (outgoing)
- Design Recommendation for High Availability (outgoing)
- Feasibility from availability perspective (outgoing)
- Request for Change (outgoing)
- Order for realization (outgoing)

Risk Management (Collapsed Subprocess)
Analysis, evaluation, quantification and monitoring of risk with regard to the impacts to the business processes.

Organizational Unit
Service Design

Data Objects
- Availability Management Report (incoming)
- Capacity Management Report (incoming)
- Change Schedule (incoming)
- Configuration Items (incoming)
- Detected Risk (incoming)
- Business Risks (incoming)
Security Management (Collapsed Subprocess)
Monitoring and review of the IT Security, evaluation, reaction to and reporting about security relevant events and incidents.

Organizational Unit
Service Design

Data Objects
- Security Requirements (incoming)
- Availability Management Report (incoming)
- Demand for Security Control (incoming)
- Capacity Management Report (incoming)
- Change Schedule (incoming)
- Incident Record (incoming)
- Information about new security technology (incoming)
- IT Service Continuity Report (incoming)
- Risk Log (incoming)
- Service Level Agreement (incoming)
- Service Catalogue (incoming)
- Service Portfolio (incoming)
- Security Relevant Occurrences (incoming)
- Detected Risk (outgoing)
- IT Security Guideline (outgoing)
- Request for Change (outgoing)
- Security Management Report (outgoing)
- Security Alert (outgoing)
- Order for realization (outgoing)
Service Continuity Management *(Collapsed Subprocess)*

Development, introduction and validation of activity plans and procedures to ensure the permanent availability of IT Services.

**Organizational Unit**
Service Design

**Data Objects**
- Service Continuity Requirements (incoming)
- Availability Management Report (incoming)
- Business Continuity Strategy (incoming)
- Capacity Management Report (incoming)
- Change Schedule (incoming)
- Risk Log (incoming)
- Security Management Report (incoming)
- Service Level Agreement (incoming)
- Service Catalogue (incoming)
- Service Strategy (incoming)
- Detected Risk (outgoing)
- IT Service Continuity Report (outgoing)
- IT Service Continuity Strategy (outgoing)
- Emergency Procedure (outgoing)
- Recovery Plan (outgoing)
- Request for Change (outgoing)
- Order for realization (outgoing)

Supplier Management *(Collapsed Subprocess)*

Ensuring that all contracts with Suppliers fulfill the requirements of the company business and all Suppliers fulfill their contractual duties.

**Organizational Unit**
Service Design

**Data Objects**
- Demand for new Supplier Contract (incoming)
- Demand for change of Supplier Contract (incoming)
- IT Requirements Request (incoming)
- Supplier Contract (incoming)
- Delivery Documents (incoming)
- Service Level Report (incoming)
- Service Level Report (Supplier) (incoming)
- Service Catalogue (incoming)
- Service Strategy (incoming)
- **Transition Management Report** (incoming)
- Active **Supplier Contract** (outgoing)
- Ceased **Supplier Contract** (outgoing)
- **IT Purchase Requisition** (outgoing)
- IT Procurement Guideline (outgoing)
- **IT Supplier Strategy** (outgoing)
- **Supplier Contract** (outgoing)
- **Delivery Documents** (outgoing)
- **Reclamation** (outgoing)
- **Supplier Service Level Report** (outgoing)
- **Change Request for Service Catalogue** (outgoing)

**Service Catalogue Management (Collapsed Subprocess)**

Maintenance of the **Service Portfolio** within the **Service Catalogue** and of the **Service Landscape**.

**Organizational Unit**
Service Design

**Data Objects**
- Active **Supplier Contract** (incoming)
- Ceased **Supplier Contract** (incoming)
- Approval of Service Contract for **Standard IT Service** (incoming)
- Approved Service Contract for **Individual IT Service** (incoming)
- **Change Request for Service Catalogue** (incoming)
- **Service Catalogue** (outgoing)
- **Service Landscape** (outgoing)
4.3 Processes within Service Design

The IT Service Management processes of Service Design contain the following:

- **Service Design Coordination**
  - Service Design Coordination - Interfaces
  - Organization of Service Design Coordination
  - Service Design Planning
  - Service Design Monitoring
  - Technical and Organizational Service Design
  - Service Design Review

- **Service Level Management**
  - Service Level Management - Interfaces
  - Organization of Service Level Management
  - Service Level Requirement
  - Service Level Agreement
  - Service Approval
  - Service Level Review and Reporting

- **Capacity Management**
  - Capacity Management - Interfaces
  - Capacity Planning
  - Monitoring of Capacity
  - Capacity Reporting

- **Availability Management**
  - Availability Management - Interfaces
  - Planning and Monitoring of Availability
  - Availability Test
  - Availability Reporting

- **Risk Management**
  - Risk Management - Interfaces
  - Risk Analysis from Business Perspective
  - Risk Analysis from IT Perspective
  - Risk Prevention Activities
  - Risk Monitoring and Reporting
• Security Management
  o Security Management - Interfaces
  o Implementation of Security Controls
  o Validation of IT Security
  o Security Relevant Occurrences
  o Security Review and Reporting

• Service Continuity Management
  o Service Continuity Management - Interfaces
  o Contingency Planning
  o Disaster Practice
  o ITSCM Review and Reporting

• Supplier Management
  o Supplier Management - Interfaces
  o Organization of Supplier Management
  o Supplier Evaluation
  o Creation of Supplier Contracts
  o Requirement Request
  o Supplier Selection
  o Management of the Lifecycle of Supplier Contracts
  o Supplier Review and Reporting

• Service Catalogue Management
  o Service Catalogue Management - Interfaces
  o Service Catalogue Management
4.3.2 Service Level Management

Service Level Management is responsible for the setup and maintenance of arrangements external with the IT Service Consumers (Service Level Agreements) and internal with the supplying organizational units via Operational Level Agreements respective the Suppliers via Underpinning Contracts.

This contains basically the following subprocesses:

- Organization of Service Level Management
- Service Level Requirement
- Service Level Agreement
- Service Approval
- Service Level Review and Reporting.

This process group was already part of the previous version of ITIL®.

In the following paragraphs the subprocesses of this process group are described in detail.
4.3.2.4 Service Level Agreement
Service Design according to ITIL® 2011

www.itsmprocesses.com

Process Details

Process Responsible  Service Level Manager
Process Content  Definition of the necessary contracts (Operational Level Agreements, Underpinning Contracts, Service Level Agreement) for the IT Service.
Process Goal  Ensuring that all necessary contracts (Operational Level Agreements, Underpinning Contracts, Service Level Agreement) for the IT Service are in place and appropriate to the customer requirements.

ISO20000 relevant  yes
ISO9000ff relevant  yes
SOX relevant  no

Involved Organizational Units and Roles

IT Service Consumers
Demand Carrier
ITSM Management
IT Manager
Service Level Manager
Service Owner

Process Flow

Missing Operational Level Agreement to Service Design Package or contract for Standard IT Service (Start Message Event)

Organizational Unit
ITSM Management - Service Owner

Glossary Item
Operational Level Agreement (Document)

Service Design Package (Start Message Event)

Organizational Unit
ITSM Management - Service Level Manager

Glossary Item
Service Design Package (Document)
Contract for Standard IT Service *(Start Message Event)*

**Organizational Unit**
- ITSM Management - Service Level Manager

**Glossary Item**
- Standard IT Service (Document)

**Operational Level Agreement required or to be changed? *(Data Based Exclusive Gateway)*

**Organizational Unit**
- ITSM Management - Service Owner

**Condition**
- "no"
- "yes"

**Subsequent Element**
- Creation of Service Level Agreements (Task)
- Create / modify Operational Level Agreement (Task)

Create / modify Operational Level Agreement *(Task)*

The Operational Level Agreement for the respective IT Infrastructure Service is created or modified based upon the approved Request for Change and the approved Service Design Package.

**Organizational Unit**
- ITSM Management - Service Owner

Check for acceptance *(Task)*

The Operational Level Agreement signed by the Service Owner is checked for realization acceptance by the Service Level Manager.

**Organizational Unit**
- ITSM Management - Service Level Manager

Approval? *(Data Based Exclusive Gateway)*

**Organizational Unit**
- ITSM Management - Service Level Manager

**Condition**
- "no"
- "yes"

**Subsequent Element**
- Explanation of denial (Task)
- Signing the Operational Level Agreement (Task)

Explanation of denial *(Task)*

In case the Operational Level Agreement is not approved by the Service Level Manager the reason for denial is documented and explained.

**Organizational Unit**
- ITSM Management - Service Level Manager
Signing the Operational Level Agreement (Task)
In case of realization approval of the Operational Level Agreement by the Service Level Manager it is signed formally.

Organizational Unit
ITSM Management - Service Level Manager

Operational Level Agreement to Service Design Package or contract for Standard IT Service in place (End Message Event)

Organizational Unit
ITSM Management - Service Level Manager

Glossary Item
Operational Level Agreement (Document)

Supplier Contract required or to be changed? (Data Based Exclusive Gateway)

Organizational Unit
ITSM Management - Supplier Manager

<table>
<thead>
<tr>
<th>Condition</th>
<th>Subsequent Element</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;no&quot;</td>
<td>Creation of Service Level Agreement (Task)</td>
</tr>
<tr>
<td>&quot;yes&quot;</td>
<td>Create / modify Supplier Contract (Collapsed Subprocess)</td>
</tr>
</tbody>
</table>

Create / modifySupplier Contract (Collapsed Subprocess)
The Supplier Contract for the respective Service Contribution or IT Infrastructure Service is created or modified based upon the released Request for Change and the approved Service Design Package.

Organizational Unit
ITSM Management - Supplier Manager

Check for approval (Task)
The signed Supplier Contract provided by the Supplier Manager is checked for realization approval by the Service Level Manager.

Organizational Unit
ITSM Management - Service Level Manager

Approval? (Data Based Exclusive Gateway)

Organizational Unit
ITSM Management - Service Level Manager

<table>
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<tbody>
<tr>
<td>&quot;no&quot;</td>
<td>Explanation of denial (Task)</td>
</tr>
<tr>
<td>&quot;yes&quot;</td>
<td>Gegenzeichnung der Annahme (Task)</td>
</tr>
</tbody>
</table>
Explanation of denial (Task)
In case the Supplier Contract is not approved for realization by the Service Level Manager the denial is documented and explained.

Organizational Unit
ITSM Management - Service Level Manager

Signature for approval (Task)
In case the Supplier Contract is approved by the Service Level Manager this is confirmed by signature.

Organizational Unit
ITSM Management - Service Level Manager

Supplier Contract to Service Design Package or contract for Standard IT Service in place (End Message Event)

Organizational Unit
ITSM Management - Service Level Manager

Glossary Item
Underpinning Contract (Document)

Denied Service Level Agreement (Start Message Event)

Organizational Unit
ITSM Management - Service Level Manager

Glossary Item
Service Level Agreement (Document)

Contract for Individual IT Service, Service Level Agreement (Start Message Event)

Organizational Unit
IT Service Consumers

Glossary Item
Individual IT Service (Document)

Check for approval (Task)
The contract for the Individual IT Service and the Service Level Agreement are checked for approval by the Requestor.

Organizational Unit
IT Service Consumers
Approval ? (Data Based Exclusive Gateway)

<table>
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<td>Explanation of denial (Task)</td>
</tr>
<tr>
<td>&quot;yes&quot;</td>
<td>Signing the arrangements (Task)</td>
</tr>
</tbody>
</table>

Explanation of denial (Task)

In case the contract for the Individual IT Service and / or the Service Level Agreement are not approved by the Requestor the denial is documented and explained.

Denied Service Level Agreement (End Message Event)

Glossary Item
Service Level Agreement (Document)

Signing the arrangements (Task)

In case the contract for the Individual IT Service and the Service Level Agreement are approved by the Requestor they are signed formally.

Signed contract for Individual IT Service, signed Service Level Agreement (End Message Event)

Glossary Item
Individual IT Service (Document)

Signed contract for Individual IT Service, signed Service Level Agreement (Start Message Event)

Organizational Unit
ITSM Management - IT Manager

Glossary Item
Individual IT Service (Document)
Check for approval (*Task*)
The contract documents signed by the Requestor are checked for realization approval by the IT Manager.

Organizational Unit
ITSM Management - IT Manager

Approval ? (*Data Based Exclusive Gateway*)

<table>
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<tr>
<td>&quot;yes&quot;</td>
<td>Signing the arrangements (Task)</td>
</tr>
</tbody>
</table>

Signing the arrangements (*Task*)
In case the IT Manager approves the contract for the Individual IT Service and the Service Level Agreement for realization they are signed formally.

Organizational Unit
ITSM Management - IT Manager

Creation of Request for Change (*Task*)
The Request for Change for the implementation of the required IT Service is created.

Organizational Unit
ITSM Management - Service Level Manager

Request for Change created (*End Message Event*)

Organizational Unit
ITSM Management - Service Level Manager

Glossary Item
Request for Change (Document)

Service Level Agreement activated (*End Event*)

Organizational Unit
ITSM Management - IT Manager

Glossary Item
Service Level Agreement (Document)

Explanation of denial (*Task*)
In case the IT Manager does not approve the contract documents for realization the denial is documented and explained.
Organizational Unit
ITSM Management - IT Manager

Information of Requestor (Task)
The Requestor is informed about the necessary changes of the Service Level Agreements and the consecutive provision of a reworked version.

Organizational Unit
ITSM Management - Service Level Manager

Clarification of necessary changes (Task)
The changes requested by the IT Management are clarified with the Requestor to avoid unnecessary loops in the process.

Organizational Unit
ITSM Management - Service Level Manager

Additional Participants
- Demand Carrier

Creation of the Service Level Agreement (Task)
The Service Level Agreement (especially for Individual IT Services, as already included in the Service Contract for Standard IT Services) is created based upon the released Request for Change and the Service Design Package approved by ITSM Management.

Organizational Unit
ITSM Management - Service Level Manager

Creation of contract for Individual IT Service (Task)
Based upon the Service Level Agreement the contract for the Individual IT Service is created.

Organizational Unit
ITSM Management - Service Level Manager

Contract for Individual IT Service, Service Level Agreement (End Message Event)

Organizational Unit
ITSM Management - Service Level Manager

Glossary Item
Individual IT Service (Document)

Approved Request for Change (Start Message Event)

Organizational Unit
ITSM Management - Service Level Manager

Glossary Item
Request for Change (Document)
Handover to Service Transition / Project Management for realization (Task)

The complete realization relevant documentation (contract for Standard IT Service, Service Design Package, Service Level Agreement, approved Request for Change, aso.) is handed over to Service Transition for realization.

Organizational Unit
ITSM Management - Service Level Manager

Service Design Package respective contract for Standard IT Service for realization (End Message Event)

Organizational Unit
ITSM Management - Service Level Manager

Glossary Item
Standard IT Service (Document)
5 Glossary

5.1 Process documents in Service Design

Availability Management Report
The Availability Management Report informs the other ITSM functions about the availability of IT Services and IT Infrastructure.

Applicable Documents
Checklist Availability Reporting

Availability Plan
The Availability Plan contains information about active and planned activities for adaption of the availability of the IT Services and IT Infrastructure to the requirements of all fields of IT Service Management and the IT Service Consumers under economic aspects.

Budget Requirement
The Budget Requirement describes the budget period related prognosis of expected costs and revenues of the requiring business unit respective project.

Business Continuity Strategy
The Business Continuity Strategy describes the arrangements for the retention respective fastest possible re-establishment of business critical processes of the company in case of disaster. It is part of the company strategy and provides important input for the IT Service Continuity Strategy.

Capacity Forecast
The Capacity Forecast contains the anticipated capacity demand per IT Service based on Service Level Agreements and demand trends.

Applicable Documents
Checklist Capacity Forecast

Capacity Management Report
The Capacity Management Report contains all relevant information about usage and performance of the IT Services and IT Infrastructure.

Applicable Documents
Checklist Capacity Reporting

Capacity Plan
The Capacity Plan contains the prognosis of the future Capacity Demand per IT Service and evaluated possible activities to provide these required Capacities.

Applicable Documents
Checklist Capacity Planning
Change Proposal for IT Service
The Change Proposal for IT Service describes a proposed Major Change, e.g. the implementation of a new IT Service or major modifications of an existing IT Service. It is communicated for evaluation of feasibility, risks and effects of the implementation prior to starting design activities.

Change Request for Service Catalogue
A Change Request for Service Catalogue is placed to Service Catalogue Management in case new Services or Service Attributes have to be introduced into the Service Catalogue.

Change Record
The Change Record is based upon the Request for Change and documents the complete life cycle of a Change.

Change Schedule
The Change Schedule (Forward Schedule of Changes) contains the planning of all approved Changes including their accompanying information and dependencies.

Configuration Item
Configuration Items are the operating resources of the IT services in general. They are maintained within the Configuration Management Database (CMDB), which itself is a core component of the Configuration Management System.

Criticality Status from Business Perspective
The Criticality Status from Business Perspective describes the relevance of proper function of
- IT Services
- IT Infrastructure Services
from the view of importance for the company business. The means for that purpose is the Service Landscape.

Criticality Status from IT Perspective
The Criticality Status from IT Perspective describes the relevance of proper function of
- IT Services
- IT Infrastructure Services
from the view of recognized threats and weaknesses of the IT Infrastructure.
CSI Register
The Continual Service Improvement Register (CSI Register) is the basis for all potentials and initiatives for the improvement of the service quality over the service life cycle. In the cyclic CSI Register all activities to improve the service quality are documented.

Applicable Documents
Checklist CSI Register

Delivery Documents
The Delivery Documents contain product documentations, installation instructions, aso. besides the delivery note as specified within the Purchase Order.

Demand Prognosis
The Demand Prognosis provides a forecast of the future demand for IT Services based upon the IT Service Strategy, requests from the IT Service Consumers and historic consumption trends.

Design Recommendation for High Availability
The Design Recommendations for High Availability define inputs for procedures and design characteristics for the Service Design required for high availability of the IT Services and IT Infrastructure.

Disaster Guideline
The Disaster Guideline contains procedures for the handling of disaster situations:
- call-up plans
- emergency procedures
- preventive procedures
- aso.

Disaster Practice Report
The Disaster Practice Report documents the planning for, the execution and the results of Disaster Practices and contains proposals for detected improvement potentials of the Contingency Planning.

Emergency Procedure
Emergency Procedures define all activities for the fastest possible restore of operation of IT Systems after emergency situations (disasters, complete breakdown of IT Services or locations, aso.). This restore has normally two steps:
- recovery of a life - sustaining minimal operation
- recovery of full operation.

Improvement Management Report
The Improvement Report provides information about planning and results of Continual Service Improvement for the other IT Service Management functions. It contains planned, actually executed and since the last report finished service- and process improvement activities and their expected respective achieved results. Furthermore proposals for future additional service improvement activities are provided.
Incident Management Report

The Incident Management Report informs all involved ITSM Disciplines about occurred Incidents and their elimination.

Applicable Documents

Checklist Incident Management Report

Incident Record

The Incident Record contains all information about an Incident over its lifecycle. Typically it is documented in the Service Desk System.

Individual IT Service

An Individual IT Service requires normally changes of underlying basic IT Services or Infrastructure Services. Thus an important focus on the functional and organizational requirements specification is necessary.

IT Budget

The IT Budget is a rolling business period related financial plan containing a prognosis of expenses and revenues to be expected for the IT Organization. Within the IT Budget funds are allocated to the processes of the IT Service Management respective to the organizational units of the IT Service Provider.

IT Procurement Guideline

The IT Procurement Guideline specifies the terms and conditions for requesting external IT Suppliers and IT Services for the Demand Carriers and for providing such Supplies and Services for the Suppliers. It contains beside others

- a register of standard suppliers for IT Supplies and IT Services
- a catalogue of standard supplies and services with respective procurement terms and conditions

During a purchasing activity it is supplemented by the common procurement terms of the company.

IT Purchase Requisition

The IT Purchasing Requisition is the defined ready to process order to buy according to the IT Requirements Request with specified scope of supply and specified Supplier.

IT Requirements Request

An IT Requirements Request represents an application for procurement of services and/or goods from external Suppliers of the IT. The IT Requirements Request describes the contents of the demand and is transformed into a definitive IT Purchase Requisition within the IT Procurement Process.

IT Security Guideline

The IT Security Guideline defines mandatory rules for the utilization of IT Services and IT Systems for maintenance of an appropriate security level and for security controls.

IT Security Strategy

The IT Security Strategy defines the procedures for assuring the security of IT Services and IT Systems regarding the recognized relevant risks and the planned and implemented according Security Controls. The operational procedures and mandatory behaviours thereto are defined in the IT Security Guideline.
IT Service Continuity Report

The IT Service Continuity Report informs about the actual status of Contingency Planning and the actual Emergency Procedures.

IT Service Continuity Strategy

The IT Security Strategy defines the procedures for assuring the security of IT Services and IT Systems regarding the recognized relevant risks and the planned and implemented according Security Controls. The operational procedures and mandatory behaviours thereto are defined in the IT Security Guideline.

IT Supplier Strategy

The IT Supplier Strategy describes the rules for the selection of Suppliers for IT Supplies and IT Services and the frame conditions for such supplies.

Known Error

A Known Error is a Problem whose cause is known and documented including a documented Workaround (as far as available).

Offer

An offer is an obligatory declaration of preparedness of the Supplier to deliver services or goods in defined amount and design with also defined prices and delivery conditions.

Operational Level Agreement

The Operational Level Agreement provides an internal contract between the IT Service Provider and another part of the IT Organization regarding the provision of an IT Service Contribution. It defines besides others:

- a description of the Service Contribution
- the service level goals
- the mutual responsibilities.

Applicable Documents

Checklist Operational Level Agreement

Problem Management Report

The Problem Management Report informs all involved ITSM Disciplines about open Problems and Problems in process and the related solutions and workarounds.

Purchase Order

The Purchase Order is the binding order to the Supplier to deliver the goods and/or services specified in the purchase order under the conditions described there respective in accompanying related documents.

Reclamation

Notification of defects due to insufficient or not contract conforming deliveries and services. Possible consequences are rework, claim and cancellation of order.

Recommendations for Demand Control

Trigger for the optimization of service consumption behaviour as input for the Demand Management.
Recommendation for Process Quality Improvement

Trigger for the optimization of the quality of IT processes as input for the process review.

Recommendation for Service Quality Improvement

Trigger for the optimization of the quality of IT services and IT infrastructure services by changes in

- Service Level Agreements
- Operational Level Agreements
- Underpinning Contracts

as input for the Service Review.

Recovery Plan

The Recovery Plan describes activities and procedures for the restart of IT Services after emergency situations referring to Emergency Procedures.

Release Package

The release package contains all Configuration Items belonging to the respective release. Those Configuration Items may be

- hard- and software components
- IT infrastructure services
- IT applications

aso.

Release Record

The Release Record documents the complete lifecycle of a Transition Project.

Request for Change

The Request for Change is a formal request to perform a Change required for all types of Change not defined as release free Standard Change.

Applicable Documents

Checklist Change Request

Risk Log

The Risk Log is a rated catalogue of identified risks and accordingly defined activities for minimization and mitigation.

Service Contribution

A Service Contribution is a necessary part of the provision of an IT Service (Business Service), normally IT Basic or Infrastructure Services necessary to fulfill the Service Level Arrangements of the IT Services part of which they are.

Security Alert

A Security Alert serves as initial information about newly recognized or even actually occurred security threats, providing the possibility to avoid or defend the threat for the receiver.
Security Control Report
The Security Control Report documents the results of performed Security Controls.

Security Management Report
The Security Management Report provides information about security relevant occurrences and activities and about the security situation of the IT Organization.

Service Acceptance Criteria
The Service Acceptance Criteria describe the criteria against which IT Services and IT Infrastructure Services are checked prior to release to operation according to the underlying Service Arrangements (Service Level Agreement, Operational Level Agreement, Underpinning Contract). Thus the conformity of these Services or Service Contributions with qualitative and functional requirements is assured.

Service Catalogue
The Service Catalogue is the part of the Service Portfolio visible for the IT Service Consumers. It contains a complete listing of all active IT Services of the IT Service Provider including those released for deployment.

Service Design Guideline
The Service Design Guideline contains necessary rules and regulations
- for consistent implementation of Service Designs
- for the decision which changes and projects require formal Service Design
- which roles have to be involved in the phase of Service Design.

Service Design Package
The Service Design Package describes the requirements to the development of IT Services based upon Service Level Requirements. It contains the requirements from the customer's perspective and describes how they will be realized from technical and organizational perspective.

Service Design Planning
The Service Design Planning contains all relevant activities of the service design phase.
Service Documentation
The Service Documentation contains the complete description of the IT Services including all documentation needed for operation, maintenance and further development. This includes besides others:
- development documentation
- user documentation
- functional descriptions
- maintenance plans
- maintenance processes.

Service Evaluation Report
The Service Evaluation Report documents the results of the service evaluation reviews with:
- weaknesses
- technical and economical optimization potentials.

Service Landscape
The Service Landscape documents the relations between Business Services and IT Services at one hand and the relations between IT Services and IT Infrastructure at the other hand. Thus it assures the logical link from Business Service down to Configuration Items.

Furthermore it is the basis of a holistic Risk Management for the IT Services with the aspects:
- criticality from business perspective
- criticality from technology perspective
- criticality from resource perspective.

Service Level Agreement
The Service Level Agreement defines the mutual contractual requirements regarding the IT Service. This contains besides others:
- service description
- entitled Service Consumers
- service level goals
- mutual responsibilities.

Applicable Documents
Checklist Service Level Agreement

Service Level Arrangement
Service Level Arrangements cover all service level relevant agreements and contracts:
- Service Level Agreements
- Operational Level Agreements
- Underpinning Contracts.
Service Level Arrangements Catalogue

The Service Level Arrangements Catalogue contains all actual Service Level Contracts including:

- Service Level Agreements
- Operational Level Agreements
- Underpinning Contracts
  referring to the IT Service Consumers.

Service Level Management Guideline

The Service Level Management Guideline contains all rules and Templates for the definition and release of agreements for IT Services.

Service Level Report

The Service Level Report informs about the agreed service quality of the Service Providers respective Suppliers comparing the agreed and achieved Service Levels. The report furthermore provides information about the utilization of the IT Services, ongoing activities for Service Improvement and extraordinary occurrences.

Applicable Documents

Checklist Service Level Report

Service Level Requirement

The Service Level Requirement contains all requirements to an IT service from the business perspective of the IT Service Consumers. It defines besides others:

- service requirements
- service level goals
- mutual responsibilities.

During service designs the service level requirement is the basis for the service contract and the Service Level Agreement.

Applicable Documents

Checklist Service Level Requirement

Service Portfolio

The Service Portfolio contains a complete listing of all IT Services of the IT Service Provider:

- actual IT Services (contractual requirements defined by Service Level Agreements)
- new IT Services under development
- disabled IT Services.

Visible for the IT Service Consumers is the Service Catalogue as subset of the Service Portfolio. Not visible for the IT Service Consumer are:

- IT Service Contributions defined by operational level agreements
- IT Service Contributions defined by Underpinning Contracts (external supplies defined by supplier contracts).

Applicable Documents

Checklist Service Portfolio
Service Strategy

Systematic, cyclic and operationalized long range planning of the goals of the IT Service Provider and for the IT services.

Standard IT Service

A Standard IT Service needs normally no change of the underlying IT Basic Services and Infrastructure Services. Thus the process of requirements specification is concentrating on the definition of service level goals and their control.

Standard Operating Procedures

The Standard Operating Procedures contain the rules for recurring standard activities of the IT Operation and the according targets for these activities and processes.

Standard Service Catalogue

The Standard Service Catalogue being a part of the Service Catalogue contains all Services predefined by supplier contracts thus not needing involvement of Service Level Management in case of demand.

Supplier Profile

The Supplier Profile describes the requirements to Suppliers for a specified demand as basis for the supplier selection for the procurement activity satisfying this demand.

Supplier Service Level Report

The Supplier Service Level Report describes the achieved performance of Suppliers compared to the agreed performance described in Supplier Contracts or Purchase Orders. Furthermore the recognized weaknesses and activities to improve performance or even possible contract cancellations form the Supplier Reviews are documented.

Templates Service Level

The Service Level Templates contain all templates for the processes of the Service Level Managements (these documents will merge during the process especially when electronically processed):

- Service Specification
- Service Level Requirement / Agreement
- Service Contract
- Operational Level Agreement
- Underpinning Contract

Applicable Documents

Checklist Service Specification
Checklist Service Level Requirement
Checklist Service Level Agreement
Checklist Operational Level Agreement
Checklist Underpinning Contract
Transition Management Report

The Transition Management Report contains information about all active and planned Transition Projects (status, milestones, finish).

Underpinning Contract

An Underpinning Contract is a contract between the IT Serviceprovider and an external service supplier about the provision of Service Contributions. It defines besides others:

- description of the Service Contribution
- service level goals
- mutual responsibilities.

Workaround

A Workaround is a bypass solution for an incident or a problem, where no cause eliminating solution is available so far. Goal of the workaround is to reduce or avoid the effects of the incident respective problem until a final solution is available.

Workarounds for incidents without related problem record are documented in their incident record, while workarounds for problems are documented in the Known Errors database.
5.2 Activities in Service Design

Goods Receiving
The Goods Receiving confirms the intake of a delivery or service in terms of risk transfer, but is not an acceptance of the delivery or service. From the financial point of view the Goods Receiving triggers the payment obligation and thus the payment period.

Receiving Inspection
The Receiving Inspection checks the conformity to order, the completeness of content and the intactness of a delivery against the purchase order, but not the proper functionality of the delivered goods.

5.3 Involved Organizational Units in Service Design

Controlling
The organizational unit in charge for cost accounting, calculation, budgeting, cost control and monetary decision support (internal reporting).

Procurement
The organizational unit in charge for procurement of all relevant supplies of products and/or services.

IT
The responsible Service Provider.

IT Applications
The organizational unit or group inside the IT who is in charge for development, maintenance and support for IT Applications.

IT Operation
The organizational unit or group inside the IT who is in charge for the IT operation (infrastructure, operational services).
5.4 Involved Roles in Service Design

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.

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.

Business Controller
The Business Controller is the person in charge for the different business units of the enterprise within the Controlling department.
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 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 Carrier
Entitled requestor of services or deliveries from the IT Service Provider.
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.

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.

IT Controller
The IT Controller is the person in charge for the responsible Service Provider within the Controlling department.

IT Facilities
IT Facilities are all assets plus organizational and technical environment to house the IT Infrastructure:

- computer rooms
- network distribution racks
- cooling and ventilation
- power supply
- access control infrastructure
- monitoring systems for the IT Infrastructure
- aso.

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.

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.

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

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.

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 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.

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 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.

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.

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 according to ITIL® 2011

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 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 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 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.

**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](#).
5.5 Involved IT Systems in Service Design

Change Management Database
The database of Change Management documenting all relevant information (Change Records) of all stages of the life cycle of Changes.

Commercial System
The IT System which maintains, documents and controls the financial management of the enterprise. Normally it is part of the integrated ERP System (Enterprise Resource Planning).

Configuration Management System
The Configuration Management System (CMS) contains a coherent logical model of the infrastructure of the IT organization. Within there is stored the information of all Configuration Items (CIs) maintained by the Configuration Management. This includes Configuration Records, Incident-, Problem- and Change- Information. The Configuration Management System may consist of a number of data bases connected via logical links.

Logistics System
The IT System of materials management and procurement. Normally it is part of the integrated ERP System (Enterprise Resource Planning).

Monitoring System
The Monitoring System tracks the behaviour and the operation of IT Infrastructure Components and IT Infrastructure Services. It may be part of the monitored system or a separate surveillance system.

Operational Systems
The Operational Systems contain the whole of IT Systems of the enterprise which provide the functionality for the IT Services.

Service Desk System
The Service Desk System contains the database of user support including the knowledge base for Incident- and Problem Management. Normally it is part of the integrated IT Service Management system.

Service Portfolio Database
Database of the Service Portfolio. Normally it is part of the integrated ITSM System.
6.2 Responsibility Assignment Matrix for Service Level Management

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<th>Organization of Service Level Management</th>
<th>Service Level Requirement</th>
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