

# White Paper

## Organizational Model and Key Roles for an ITIL Implementation Program

### Overview

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**Introduction** This paper describes a recommended approach for how to organize an ITIL Implementation Program. It identifies the key roles involved with such a program along with their key activities and responsibilities.

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# Program Organizational Model

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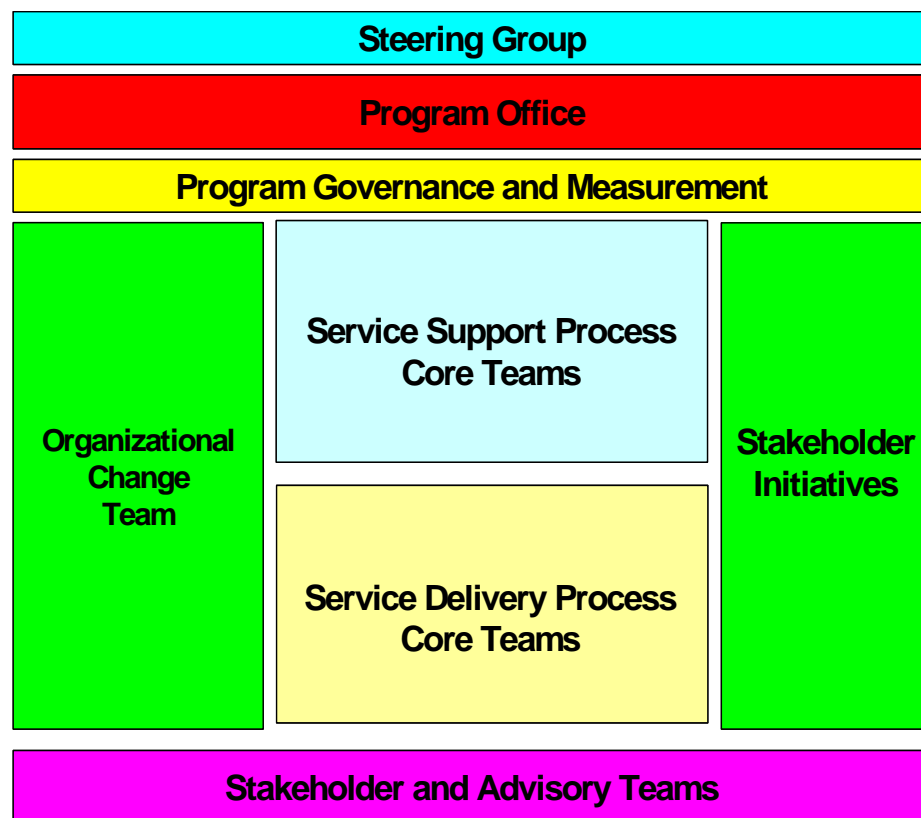
## Introduction

It is highly recommended that a structured Program be put into place to guide the overall ITIL Implementation effort. The Program should be structured to maximize the need for solution design, solution communications and solution acceptance. This is highly critical as process solutions are only as successful as to the degree that they are actually adopted and used.

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## Program Organization Model

The following model identifies the key organizational components needed to ensure that process solutions will be embedded within the business organization:



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## Program Organizational Model, Continued

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<b>Steering Group</b>	Sets project direction, makes key decisions and provides final approval of program deliverables. Represents the ITIL Implementation Program to other business units.
<b>Program Office</b>	Oversees the day-to-day management of the Program efforts. Ensures correct and timely deliverables completed and sent to the Steering Group and ensures the overall objectives of the Program are met.
<b>Program Governance and Measurement</b>	<p>Controls and manages overall scope of the Program effort. Key activities include:</p> <ul style="list-style-type: none"><li>• Acts as escalation point for EC SIP Program changes</li><li>• Coordinates research to identify impacts of proposed EC program changes</li><li>• Coordinates approvals for program changes</li><li>• Focal point for communicating new technology/process ideas to teams</li><li>• Utilizes the Change Management Process to underpin scope containment</li><li>• Tracks and reports on overall Program metrics</li></ul>
<b>Organizational Change Team</b>	<p>Manages and coordinates tasks related to developing and leading the organizational change effort to alter behaviors towards alignment with the solutions being implemented. Key activities include:</p> <ul style="list-style-type: none"><li>• Stakeholder management</li><li>• Communications planning</li><li>• Awareness Campaigns</li><li>• Training Development</li><li>• Working Session Facilitation</li></ul>
<b>Service Support and Service Delivery Core Teams</b>	<p>This consists of a number of implementation teams usually split by ITIL Process area. These teams perform the actual implementation work. Each Team:</p> <ul style="list-style-type: none"><li>• Is led by a Process Owner</li><li>• Implements the related process foundation</li><li>• Coordinates with tool developers supporting the related process</li><li>• Coordinates implementation of Initial Wins associated with the process</li></ul>

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## Program Organizational Model, Continued

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### **Stakeholder and Advisory Teams**

Stakeholder and advisory teams are the key vehicle for obtaining overall business buy-in and agreement to the solutions being developed. They leverage communications between the Service Support and Service Delivery core implementation teams and other business units by providing feedback, acceptance and input from those units.

Each team member is linked with one or more process core teams. There are two kinds of Stakeholder Team Members:

- Extended Stakeholder
  - Advisory Stakeholder
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### **Extended Stakeholders**

Those personnel designated as Extended Stakeholders actively participate in the Program effort on a day-to-day or week-to-week basis to produce or assist on Program deliverables. These stakeholders:

- Actively participate in the development of process solutions
  - Represent the particular needs of a business or IT unit
  - Provide input to the Core Teams from the unit they represent
  - Communicate solutions/issues to the unit they represent
  - Obtains buy-in from the unit they represent
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### **Advisor Stakeholders**

Those personnel designated as Advisory Stakeholders have limited participation and do not work day-to-day with the Program effort. They are typically high level managers and directors that need to have awareness of what the Program is producing and may be consulted for key decisions. These stakeholders:

- May provide input/review of key program deliverables
  - May provide direction and guidance on Program decisions and issues
  - May assign others within the department represented to work on teams
  - May be involved only on a need-to-know basis
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## Program Organizational Model, Continued

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### **Stakeholder Initiatives**

Represent other related service initiatives that are underway within the business organization that may be impacted, or have impact on Program activities and outcome. Examples of these might be a Change Management initiative occurring in a different business unit or a Six Sigma improvement effort that the corporate office has been running.

For each initiative identified, the Core/Extended/Advisor teams will determine a strategy of how to engage. Examples of these might be:

- Attend regular meetings held by the initiative
  - Invite initiative teams to Program Working Sessions
  - Engage on a need-to-know only basis
  - Make an initiative team member a Program Stakeholder
  - Don't engage at all
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# Program Organizational Structure Example

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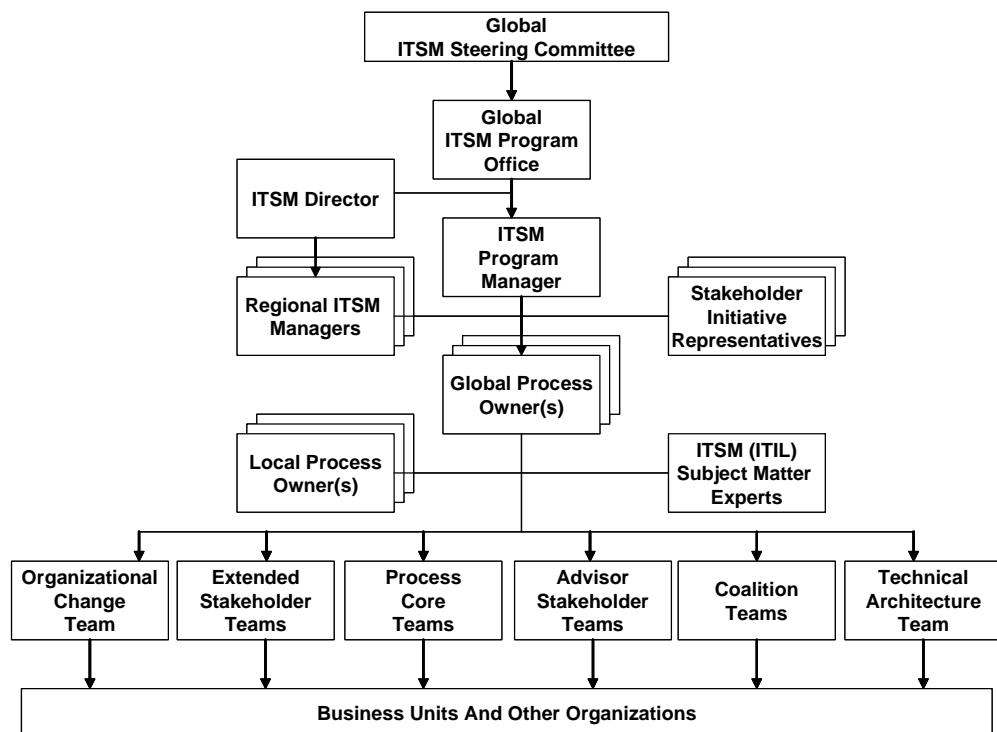
## Introduction

The organization structure below represents one possible way to organize an ITIL Implementation Program using the model described earlier.

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## Program Organization Structure Example

The Program Organizational structure below presents one possibility for how to organize a large ITIL implementation effort across a global organization.



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## Program Organizational Structure Example, Continued

### Management Unit Descriptions

In the above organizational structure, each organizational unit conforms to the model presented earlier. The management units make up the overall model in the following ways:

Organizational Unit	Description
<b>Global ITSM Steering Committee</b>	Consists of ITIL Steering Group members who will guide and oversee the direction of the entire implementation effort.
<b>Global ITSM Program Office</b>	Consists of an ITIL Program Manager and Administrative Analysts who will oversee and manage the entire implementation program on a day-to-day basis.
<b>ITSM Director</b>	In this example, there is a new IT Service Management organization that was started within the company. This shows where the Director of that organization links to the overall program.
<b>Regional ITSM Managers</b>	Since this is a global organization, regional ITSM Managers have been appointed to represent and oversee Program activities within key geographic areas of the company (i.e. Americas, Asia and Europe/Africa).
<b>ITSM Program Manager</b>	This calls out the Program Manager role that is part of the Program Office. This person also is part of the new ITSM Director's organization in the example.
<b>Stakeholder Initiative Representatives</b>	In the example, it was discovered that several IT service improvement initiatives plus a corporate TQM initiative were already underway. Selected representatives from these efforts have been linked into the Program.
<b>Global Process Owner(s)</b>	Process ownership at the global level has been established here. These owners will lead and coordinate their process efforts from a global perspective.
<b>Local Process Owner(s)</b>	Process ownership has also been established at the regional levels. These groups report to a regional ITSM Manager, but work directly with and for the Global Process Owners as part of the Program.
<b>ITSM (ITIL) Subject Matter Experts</b>	This unit covers Program experts and consultants that will be assisting and helping with many of the ITIL Implementation Program tasks.

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## Program Organizational Structure Example, Continued

### Team Unit Descriptions

Per the above organizational structure, each team organizational unit makes up the overall model in the following ways:

<b>Organizational Unit</b>	<b>Description</b>
<b>Organizational Change Team</b>	Represents the team that will focus on business cultural change and awareness to meet the Program objectives.
<b>Extended Stakeholder Teams</b>	Represents Extended Stakeholders (see Program Role Descriptions) that will assist the Process Core Team efforts on behalf of their business units.
<b>Process Core Teams</b>	Represents Process Core Team (See Program Role Descriptions) members, each of which are assigned to one or more processes.
<b>Advisor Stakeholder Teams</b>	Represents Advisor Stakeholders (see Program Role Descriptions) that have a major interest in the Program outcome. This group may be asked to help make key decisions on solutions chosen and to identify other Stakeholders that should be involved with the Program.
<b>Coalition Teams</b>	Consists of groups of people (see Role Descriptions) that represent major geographical or large groups of organizational units within the company. An example might be a selected group of people who will represent all the data processing centers in the company. This group will be actively involved in ensuring process solutions developed globally can actually be deployed within the units they represent.
<b>Technical Architecture Team</b>	Consists of personnel who will focus on ITSM technical architecture and tool solutions.



# Program Organizational Roles

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## Introduction

The remainder of this paper describes the typical roles that exist as part of an ITIL Implementation Program. A summary of these roles and where they map into the organizational model presented earlier is as follows:

<b>Program Role</b>	<b>Model Component</b>
<b>Steering Group Member</b>	Steering Group
<b>Program Manager</b>	Program Office
<b>Process Owner</b>	Service Support and Service Delivery Process Core Teams
<b>Core Team Member</b>	Service Support and Service Delivery Process Core Teams
<b>Extended Team Stakeholder</b>	Stakeholder and Advisory Teams
<b>Advisor Team Stakeholder</b>	Stakeholder and Advisory Teams
<b>Subject Matter Expert</b>	Can be part of any component
<b>Tool Architect</b>	Service Support and Service Delivery Process Core Teams and/or Stakeholder and Advisory Teams
<b>Tool Developer</b>	Service Support and Service Delivery Process Core Teams and/or Stakeholder and Advisory Teams
<b>Organizational Change Leader</b>	Organizational Change Team
<b>Facilitator</b>	Organizational Change Team
<b>Trainer</b>	Organizational Change Team
<b>Technical Writer</b>	Can be part of any component
<b>Coalition Team Leader</b>	Service Support and Service Delivery Process Core Teams and/or Stakeholder and Advisory Teams
<b>Administrative Analyst</b>	Can be part of any component

## Role Descriptions

The remainder of this paper describes each of the above Program roles in more detail on the following pages.

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## Steering Group Member

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<b>Description</b>	This role sets project direction, makes key decisions and provides final approval of Program deliverables.
<b>Key Activities</b>	<p>Key activities are:</p> <ul style="list-style-type: none"><li>• Champions process solutions across the BOFA/EC enterprise</li><li>• Conducts periodic meetings for Program progress and issues</li><li>• Provides final review and approval of program deliverables</li><li>• Coordinates approvals from non-EC business units as necessary</li><li>• Identifies and appoints EC/SIP Program team members</li><li>• Coordinates major program decisions that are escalated to steering group on a timely basis to meet program objectives</li></ul>

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# Program Manager

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<b>Description</b>	Ensures correct and timely deliverables to the Executive Steering Committee and ensures the objectives of the project are met.
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<b>Key Activities</b>	<p>Key activities are:</p> <ul style="list-style-type: none"><li>• Responsible for the overall project objectives.</li><li>• Provides direction to the project teams for deliverables due as well as the overall status of the project.</li><li>• Co-ordinates with other project managers.</li><li>• Provides status of work in progress and/or issues to the Executive Steering Committee</li><li>• Develops project work plan, schedule and staffing requirements.</li><li>• Communicates as required to executive management or IS&amp;TS staff.</li><li>• Conducts weekly change, issues and status meetings to track progress and risks.</li><li>• Ensures that outstanding project management, process implementation and design requirements and/or issues are being addressed.</li><li>• Communicates activities and status of the project throughout their working environment.</li><li>• Schedules workshops and meetings as required.</li><li>• Provides overall leadership and management of the project.</li></ul>
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## Process Owner

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<b>Description</b>	Ensures executive support of the process, coordinates the various functions and work activities at all levels of a process, provides the authority or ability to make changes in the process as required, and manages the process end-to-end so as to ensure optimal overall performance. Process Owners work with one another ensuring that process changes and improvements benefit the whole rather than help a specific function at the expense of another.
<b>Key Activities</b>	<p>Key activities are:</p> <ul style="list-style-type: none"><li>• Communicates the organization vision and the process's strategic goals to the Process Design and Implementation team</li><li>• Identifies and assimilates similar and/or overlapping activities/initiatives within IT.</li><li>• Co-ordinates inter-process changes with other process owners.</li><li>• Provides process ownership through design, implementation and continuous improvement activities in the process life cycle.</li><li>• Works with all functions within the IT community to ensure processes are executed as designed and measured accurately and completely.</li><li>• Communicates purpose, direction and status of the project throughout the IT community.</li><li>• Ensures alignment of the process to the corporate and IT strategy.</li><li>• Creates a new environment by displaying a motivational impatience for results (be a behaviour change leader)</li><li>• Publicizes activities and build commitment toward the new process</li><li>• Facilitates resolution of interface problems with other process owners</li><li>• Communicates with and manage the expectations of customers of the process's</li><li>• Oversees the implementation of process(es), including assignment of correct and adequate resources as well as imposing formal changes in existing management control systems</li><li>• Manages organizational expectations and buy-in by supplementing the level of participation with representatives from the middle and lower ranks of the organization &amp; customer organizations (to aid in prototyping and piloting activities) .</li><li>• Implements modified reward and compensation systems to solidify the behavioural and operational change recommendations resulting from the process innovation.</li><li>• Intervenes to determine where the replacement of resisters and those who cannot adapt.</li></ul>

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## Core Team Member

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<b>Description</b>	Implements the process in the organizational functions. Communicates with users of the process and with tool developers to implement and continuously improve the process. Communicates with the Process Owner to receive direction and to provide feedback on how well the process is being implemented. Communicates with the Tool Architect for interfacing processes and tools to ensure integration of the processes.
<b>Key Activities</b>	<p>Key activities are:</p> <ul style="list-style-type: none"><li>• Develops project work plan, schedule and staffing requirements</li><li>• Communicates with users of the process as to what is expected of them</li><li>• Assesses the current state of readiness and effort required to implement the processes, tools and organization.</li><li>• Coaches the users of the process on tools and procedures.</li><li>• Communicates with the Process Owner on process design, status and issues</li><li>• Manages resources during detailed design and implementation</li><li>• Ensures the process documentation is maintained.</li><li>• Participates with the Project Implementation Team at communication events</li><li>• Manages changes to tools and organization to support the process as required.</li><li>• Delegates tasks to additional resources as required. Examples of this may be writing procedures, developing job descriptions, producing analytical statistics or developing education material.</li><li>• Ensures interfaces to other processes are working well.</li></ul>

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## Extended Team Stakeholder

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**Description**      Actively participates in the development of process deliverables and solutions. Responsible for representing the business or IT unit interests in the solutions being developed, managing communications between the Core Team and their department and obtaining departmental approval of process solutions being developed.

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**Key Activities**      Key activities are:

- Actively assists in the review and development of solution deliverables
- Provides input and feedback on solutions being developed to the Core Team
- Provides requirements to the Core Team based on departmental business objectives
- Obtains departmental consensus and agreement on the solutions being developed

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## Advisor Team Stakeholder

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**Description** Provides review input and/or key decisions and direction to the Core Team on the solutions being implemented. Assigns others within the department represented to serve as additional Extended or Advisor Team members to the effort.

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**Key Activities** Key activities are:

- Reviews output of the implementation effort
- Provides key decisions and approvals on a timely basis to meet implementation project needs
- Assigns other department personnel to serve as additional Advisor and Extended team members as needed
- Works in conjunction with other Advisor or Extended Team members within the department as needed

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## Subject Matter Expert

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**Description** Provides expertise in technical, operational and/or managerial aspects for the design and implementation. Participates in the implementation as required. Provides specialized expertise in the design and implementation of the processes.

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**Key Activities** Key activities are:

- Provides technical, operational, business and/or managerial subject matter expertise.
- Provides input into the design of the procedures, tools or organization as required.
- Develops solutions as required.
- Supports the development and execution of test scenarios designed to validate the functionality of the design.
- Validates the Design and Implementation Team designs for processes, tools and organization and any recommendations.
- Communicates activities and status of the project throughout their working environment.
- Provides consultative and facilitation support to the Implementation Project Teams.
- Assists in creation of the project plan
- Provides Intellectual Capital as required during the Implementation Project, based on external experiences
- Coaches team members as required.

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## Tool Architect

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**Description** Establishes the overall strategic tools architecture and to ensure a well-architected solution. The primary benefit and focus of this role to co-ordinate common activities between the project teams to ensure maximum efficiency.

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**Key Activities** Key activities are:

- Ensures the tool architecture meets the strategic needs of IS&TS
- Co-ordinates product selections and tailoring
- Conducts cross project early launch planning
- Ensures maximum integration of tools
- Coordinates product selections and implementation
- Coordinates Technical resources to optimize use
- Conducts cross project early launch planning
- Communicates tool architecture to program teams
- Interfaces to vendors

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## Tool Developer

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<b>Description</b>	Implements and customizes the tools based on the detailed designs for the processes.
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<b>Key Activities</b>	<p>Key activities are:</p> <ul style="list-style-type: none"><li>• Understands the processes, tool requirements and data requirements for the processes.</li><li>• Provides input to the detailed design for the processes.</li><li>• Customizes the tools based on the detailed design.</li><li>• Tests the tools.</li><li>• Assists in developing procedures to install the tools.</li><li>• Sets up the education environment.</li><li>• Implements the tools into the pilot environment.</li><li>• Resolves problems with the tools.</li></ul>
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## Organizational Change Leader

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<b>Description</b>	Develops and leads the organizational change effort to alter business culture and behaviors towards alignment with the solutions being implemented.
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<b>Key Activities</b>	<p>Key activities are:</p> <ul style="list-style-type: none"><li>• Performs Stakeholder Management activities to identify Stakeholder concerns and issues with solutions being developed</li><li>• Monitors stakeholder acceptance/rejection of solutions being developed</li><li>• Crafts and controls key communications and messages about the implementation effort</li><li>• Identifies opportunities to win acceptance of solutions being developed by those who are impacted.</li><li>• Identifies channels for communications and builds the overall communications plan</li><li>• Develops a Resistance Management Plan to provide strategies for dealing with rejection or resistance to solutions being developed</li><li>• Ensures appropriate levels of the organization are involved and demonstrating active commitment and leadership to the solutions being developed.</li></ul>
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## Facilitator

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<b>Description</b>	Leads and conducts working sessions and meetings in a neutral fashion to ensure that the goals of those sessions and meetings are met.
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<b>Key Activities</b>	<p>Key activities are:</p> <ul style="list-style-type: none"><li>• Leads meetings and working sessions in a neutral manner to ensure goals and outcomes of those sessions are being met.</li><li>• Develops session detail agendas and agrees these with those involved</li><li>• Develops discussion strategies and methods to ensure all participants are involved and to obtain consensus on key decisions in an efficient manner.</li><li>• Monitors sessions to make sure all sides of discussed issues are being considered and that session groups do not “go with the flow” unless truly in agreement.</li></ul>
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# Trainer

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<b>Description</b>	Provides training on the procedures to be followed and on how to use the processes and tools. May also prepare or provide input into the training material.
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<b>Key Activities</b>	<p>Key activities are:</p> <ul style="list-style-type: none"><li>• Understands the processes and what is required to implement them</li><li>• Performs analyses as required to provide input to the detailed design.</li><li>• Responsible for the documentation of procedures, defining of staffing levels, input to the customization of the tools.</li><li>• Trains the users of the process on tools and procedures.</li><li>• Prepares training material if required.</li><li>• Provides input into the development of the training material if required</li><li>• Is aware of the project plan and highlight issues as they arise to the Project Management</li><li>• Provides status of work in progress to the Project Management</li><li>• Provides resource requirement information for the design and implementation tasks.</li></ul>

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## Technical Writer

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**Description** Documents process guides and work instructions in a manner that is easily understood by those executing the processes. May also participate in documentation of tool architectures and tool changes. May also document specific work instructions associated with use of tools.

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**Key Activities** Key activities are:

- Reviews process and tool solutions being developed
- Produces documentation for process guides and work instructions
- Provides guidance on how to best present documented information so it is quickly and easily understood
- Identifies improvements for existing documentation

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## Coalition Team Leader

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### Description

Active Stakeholder Leader for larger implementations that represents a number of similar organizations or business units. Responsible for providing input to the Core Team on solutions being developed and then ensures those solutions are rolled out to the organizations and business units being represented.

An example of this might be a Data Center Operations Manager who represents other Data Center Operations Managers at other processing sites. This avoids overly large stakeholder teams – i.e. if there were 196 processing locations, not having 196 stakeholders actively involved.

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### Key Activities

Key activities are:

- Serves in a Stakeholder role on behalf of others in similar organizations and business units.
  - Responsible for rolling out solutions to similar organizations and business units.
  - Meets on a periodic basis with the organizations and business units being represented to communicate Core Team decisions and progress.
  - Feeds back information to the Core Team from organizations and business units being represented on concerns and issues that may exist from those entities.
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## Administrative Analyst

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<b>Description</b>	Performs administrative and clerical duties and activities as needed to support the Implementation Program.
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<b>Key Activities</b>	<p>Activities vary depending on need. Some examples might include:</p> <ul style="list-style-type: none"><li>• Gathering and collating status report information.</li><li>• Administering Program document repositories and web pages.</li><li>• Collecting labor hour information on Program participants</li><li>• Managing Program Email distribution lists</li><li>• Managing and publishing the Program calendar</li><li>• Setting up Program Meetings and schedules</li><li>• Coordinating travel arrangements for Program participants</li><li>• Other duties as directed by the Program Office</li></ul>
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