ITIL 4 management practices
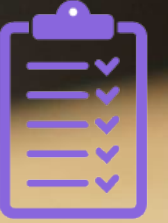
Key management practices part 1

Syllabus

6. Know the purpose and key terms of 15 ITIL practices

   6.1 Recall the purpose of the following ITIL practices:
      k) Incident management
      m) Service request management
      n) Service desk

   6.2 Recall definitions of the following ITIL terms:
      e) Incident

7. Understand 7 ITIL practices

   7.1 Explain the following ITIL practices in detail, excluding how they fit within the service value chain:
      c) Incident management
      e) Service request management
      f) Service desk

What you will learn

By the end of this section, you will be able to:

- Explain four of the seven practices in detail (incident management, problem management, service request management, and service desk), including how they fit within the service value chain.

- Recall the definitions of the key terms related to the ITIL practices.

Incident management

The purpose of the **incident management** practice is to **minimize** the **negative impact** of incidents by **restoring normal service operation** as quickly as possible.

What is an incident?

An incident is an **unplanned interruption** to a **service** or a **reduction** in the **quality** of a service.

Incident management guidance

Design for different types of incidents	• Incidents based on **varying** impact • **Major** incidents • Information **security** incidents
Prioritize incidents	• **Based** on agreed classification • Resolve higher **business** impact incidents **first**
Use a robust tool to log and manage incidents	• Linking to CIs, **changes**, problems, known errors and knowledge, and automate **matching** incident to related **incidents**, problems or known errors

Incident Management - processes

- Typically, incident routing is based on the **incident category**, which should help to identify the correct support team

- Incidents are **prioritised** based on an agreed classification to ensure that incidents with the highest business impact are resolved first

- Realistic **target resolution times** must be agreed, documented, and communicated
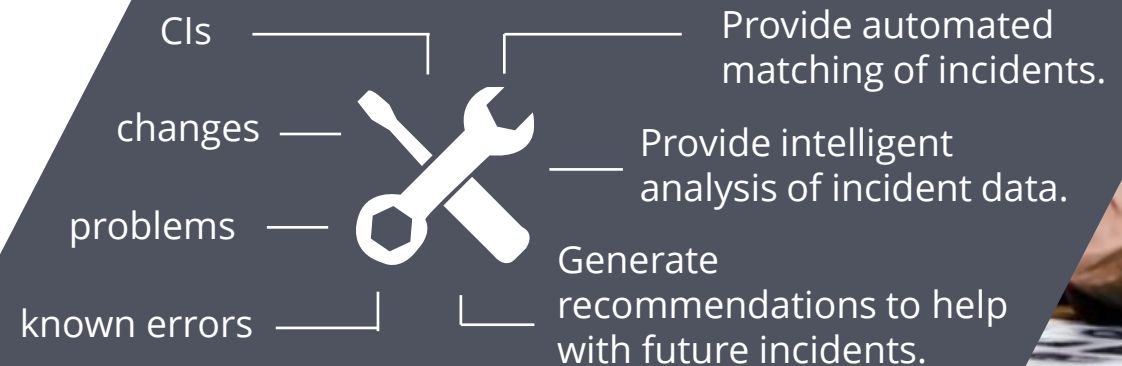
Incident management tools

What should an incident management tool do?

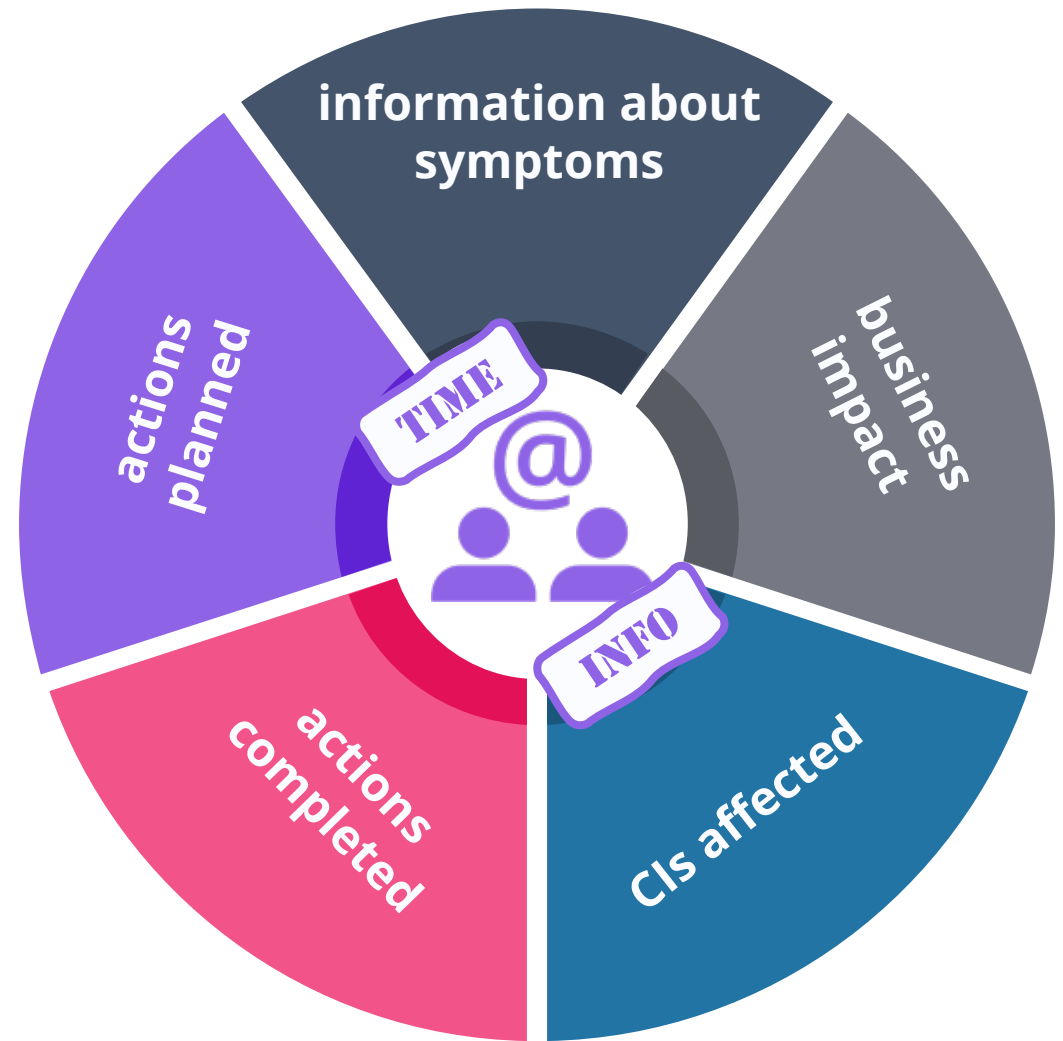- information about incidents
- incident records.

What links can you include to support incident management?

Modern tools can also:

CIs

changes

problems

known errors

Provide automated matching of incidents.

Provide intelligent analysis of incident data.
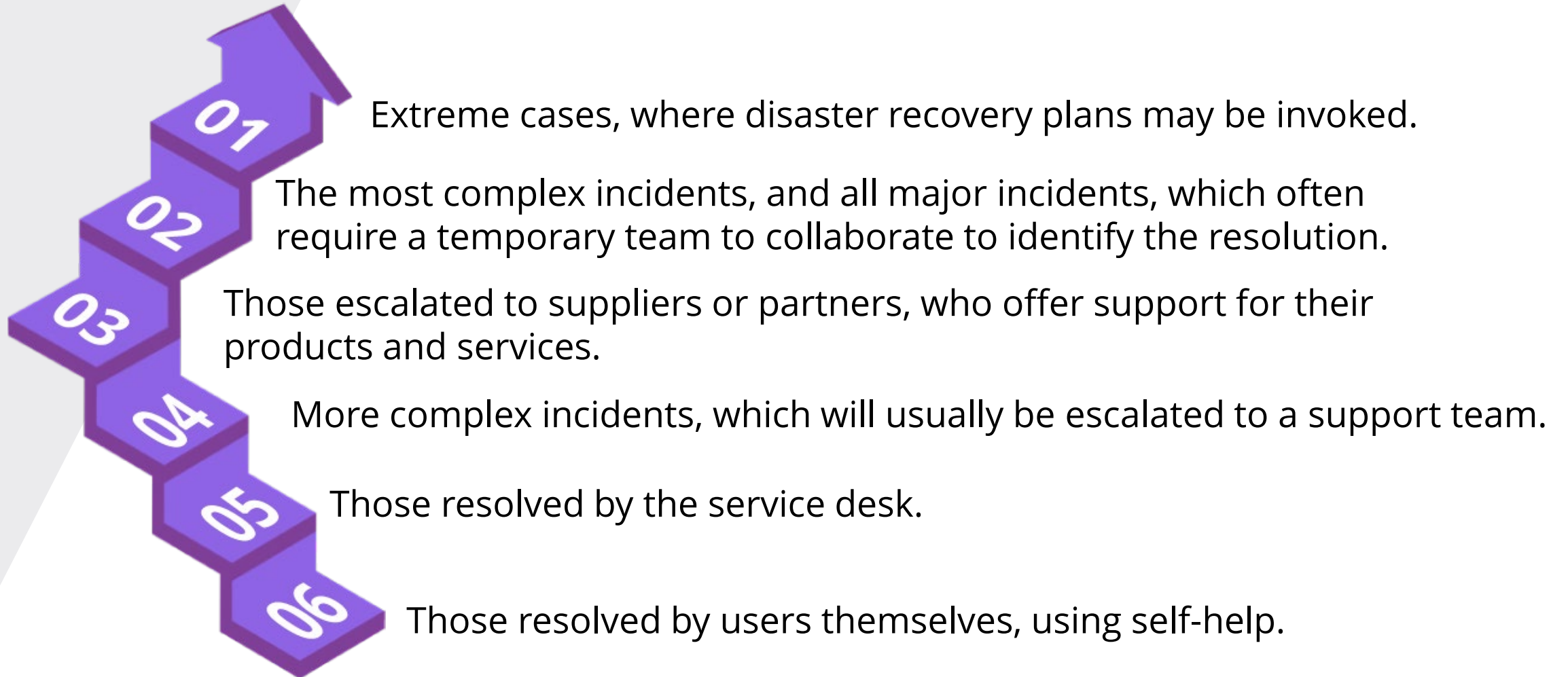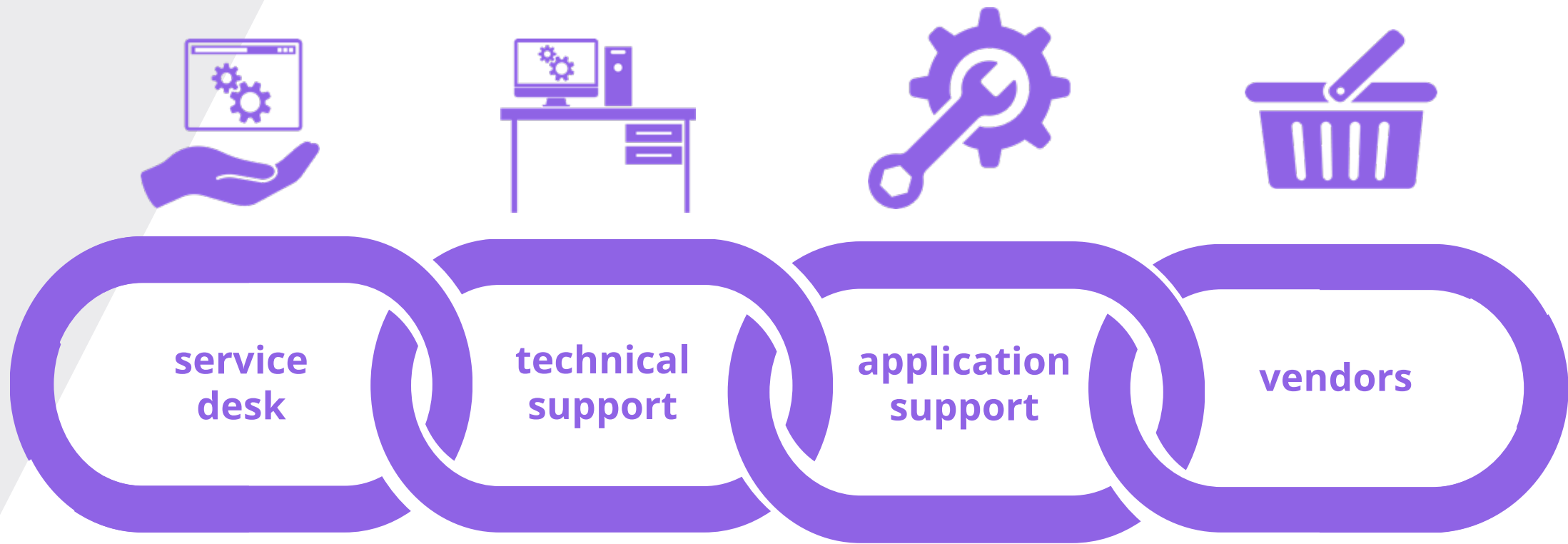
Generate recommendations to help with future incidents.

Incident updates

Good collaboration tools might be needed to ensure effective collaboration between everyone working on an incident.

information about symptoms

business impact

CIs affected

actions completed

actions planned

TIME

@

INFO

Types of incidents

01 — Extreme cases, where disaster recovery plans may be invoked.

02 — The most complex incidents, and all major incidents, which often require a temporary team to collaborate to identify the resolution.

03 — Those escalated to suppliers or partners, who offer support for their products and services.

04 — More complex incidents, which will usually be escalated to a support team.

05 — Those resolved by the service desk.

06 — Those resolved by users themselves, using self-help.

Collaboration

service desk

technical support

application support

vendors

Incident management Processes

- There should be a **formal process** for logging and managing incidents
  - Does **NOT** usually include detailed procedures for **how to diagnose, investigate, and resolve incidents**, but can provide techniques
  - For simple incidents, **scripts** may be used for collecting information from users
  - Complicated incidents often **require knowledge and expertise**, rather than procedural steps
  - There may be **separate processes** for managing **major incidents**, and for managing **information security incidents**

Incident Management - processes

- Typically, incident routing is based on the **incident category**, which should help to identify the correct support team

- Incidents are **prioritised** based on an agreed classification to ensure that incidents with the highest business impact are resolved first

- Realistic **target resolution times** must be agreed, documented, and communicated

Swarming

- **Collaboration** facilitates information sharing and learning and help solve incidents more **efficiently** and **effectively.**

- Some **organizations** use a technique called swarming to **manage** certain **incidents.**

- **Swarming** involves many **different** stakeholders **working** together initially, **until** it is clear which of them is best placed to continue and which can **move** on.

Third-party products and services

What will need to be in place for accessing third-party products and services that are used as a component of a service?

Agreements

Third-party components of a service require support agreements which align supplier obligations with service provider commitments.

Incident management may require frequent interaction with these suppliers.

Incident management (1/2)

Complete the missing words.

The purpose of the incident management practice is to _____ the _____ impact of incidents by restoring _____ service operation as quickly as possible.
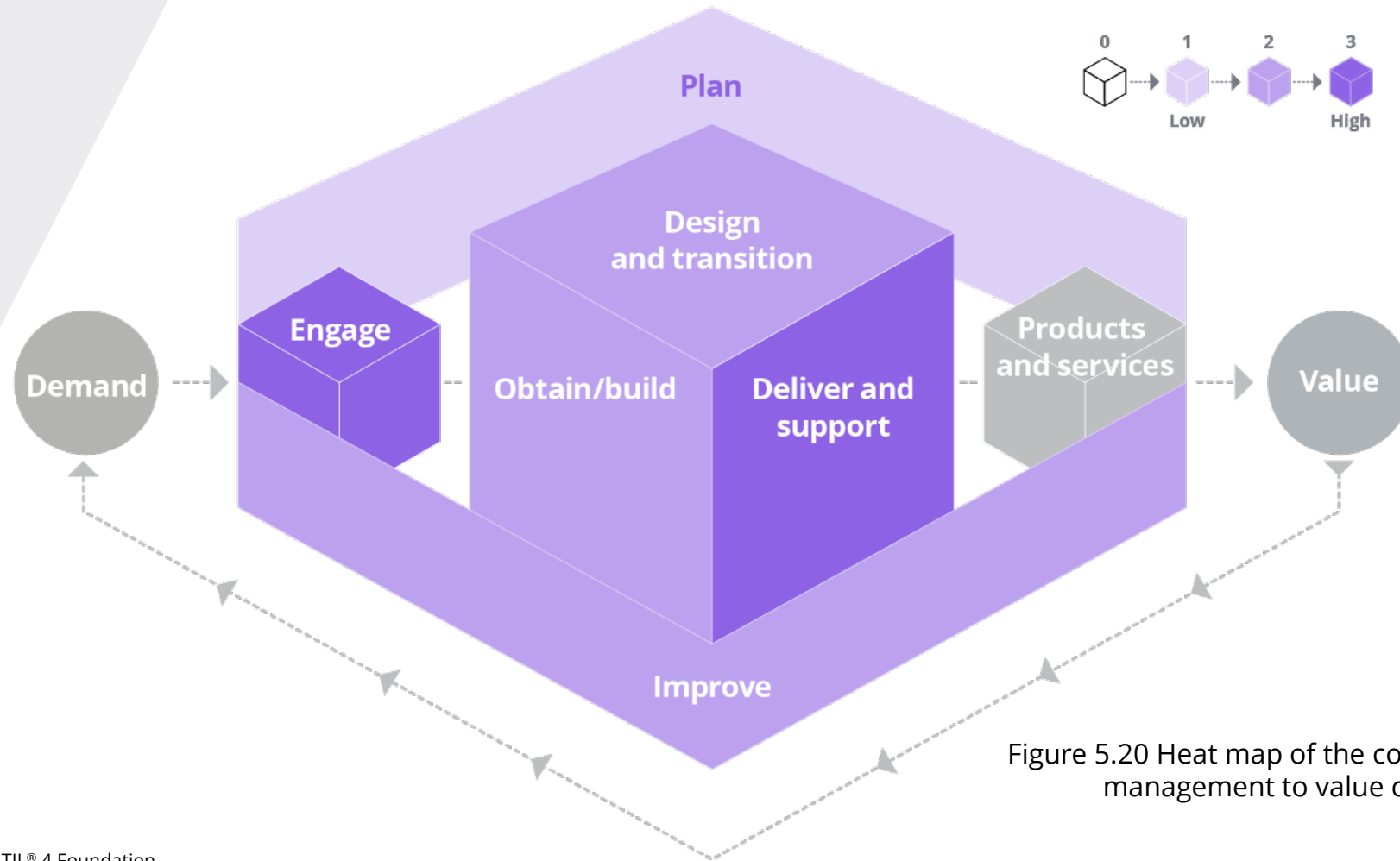
Incident management contribution to SVC

Figure 5.20 Heat map of the contribution of incident management to value chain activities

Problem management

What is the purpose of problem management?

The purpose of the **problem management** practice is to **reduce** the **likelihood** and **impact** of incidents by **identifying actual** and **potential causes** of incidents and **managing workarounds** and known **errors.**

The meaning of 'problem'

What is a problem?

A **problem** is a **cause**, or potential cause, of one or more **incidents**

What is a known error?

A known error is a **problem** that has been **analysed** but has **not** been **resolved**

The phases of problem management

Figure 5.23 The phases of problem management

Identifying a problem

**What activities do you think are included in the problem identification phase?**

- performing trend analysis of incident records
- detection of duplicate and recurring issues by users, service desk and technical support staff
- during major incident management, identifying a risk that an incident could recur
- analysing information received from suppliers and partners
- analysing information received from internal software developers, test teams and project teams.

Problem control

Problem analysis
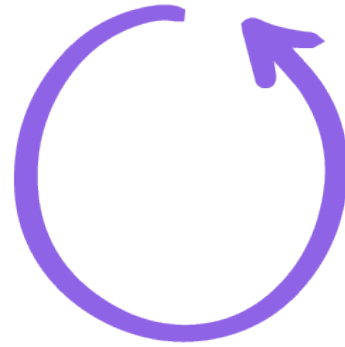
Documenting workarounds

Known errors

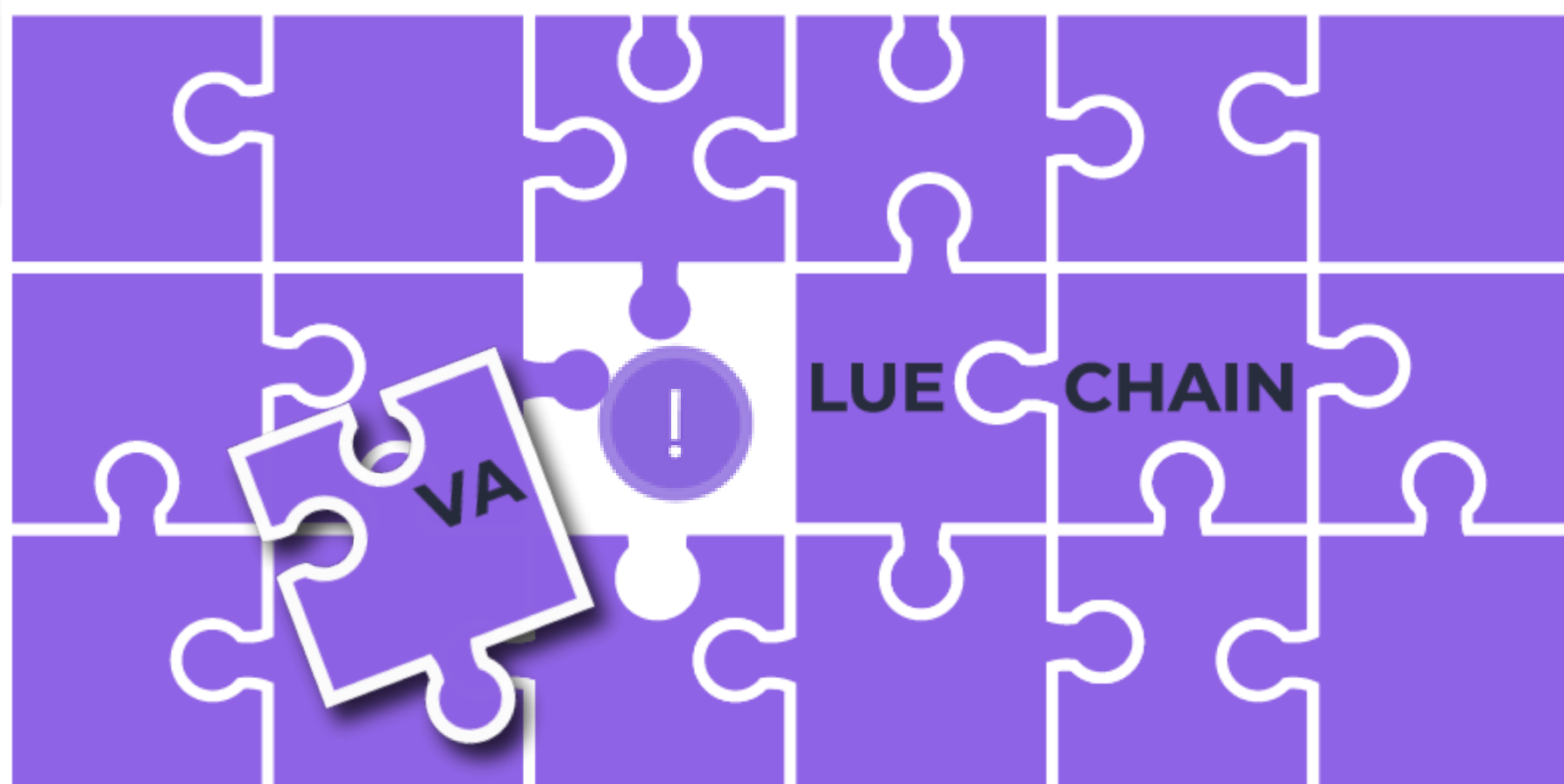# Workaround

What is a workaround?

A **workaround** is a **solution** that **reduces** or **eliminates** the **impact** of an incident or problem for which a full resolution is not yet available. Some workarounds **reduce** the **likelihood** of incidents.
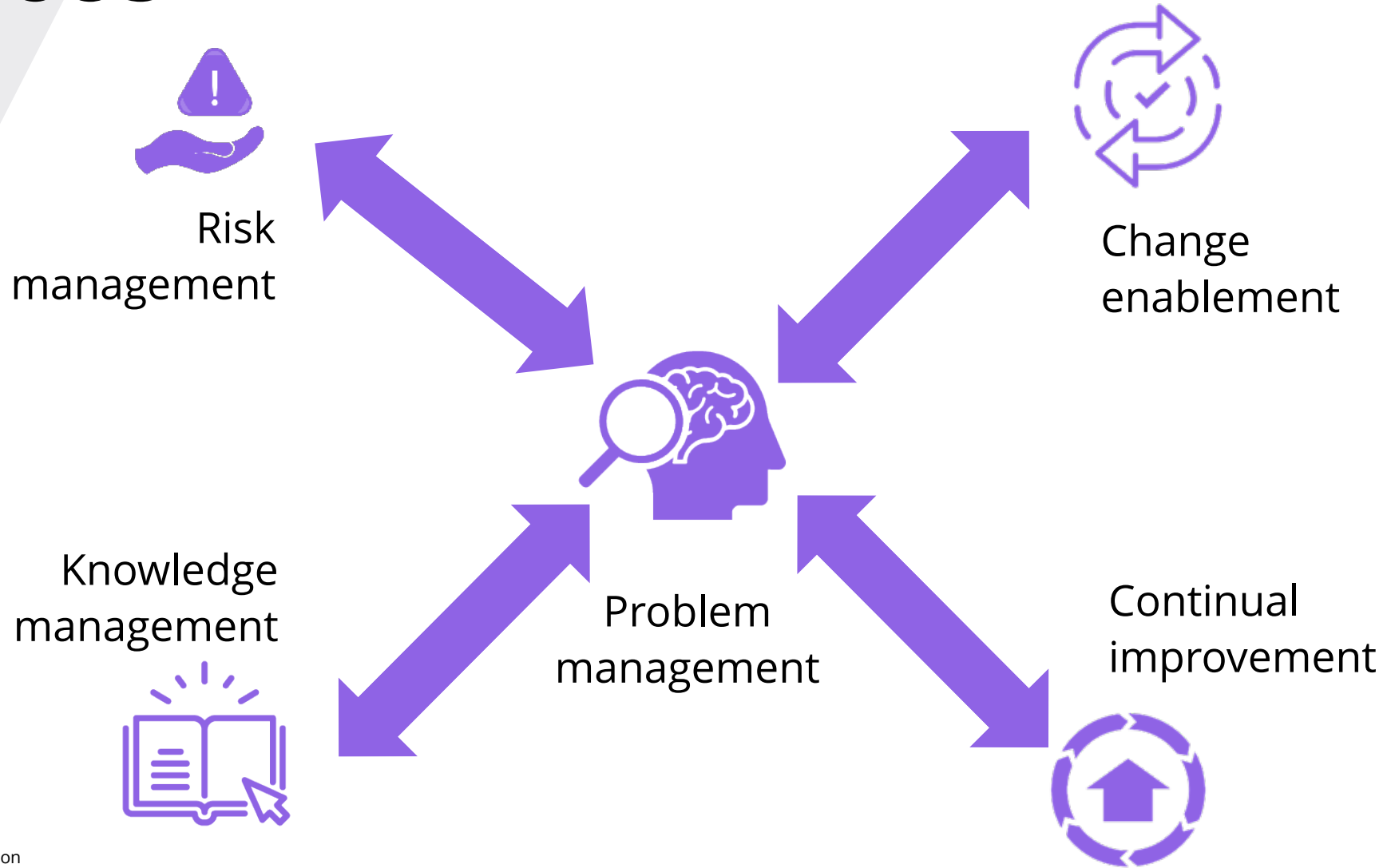
Error control

What do you think the main activities are in this phase?

- manage known errors, which are problems where initial analysis has been completed
- identify potential permanent solutions
- regularly re-assess status of known errors
- assess the impact on customers
- identify the availability and cost of permanent resolutions.

Links to other practices

Interfaces

Risk management

Change enablement

Knowledge management

Problem management

Continual improvement
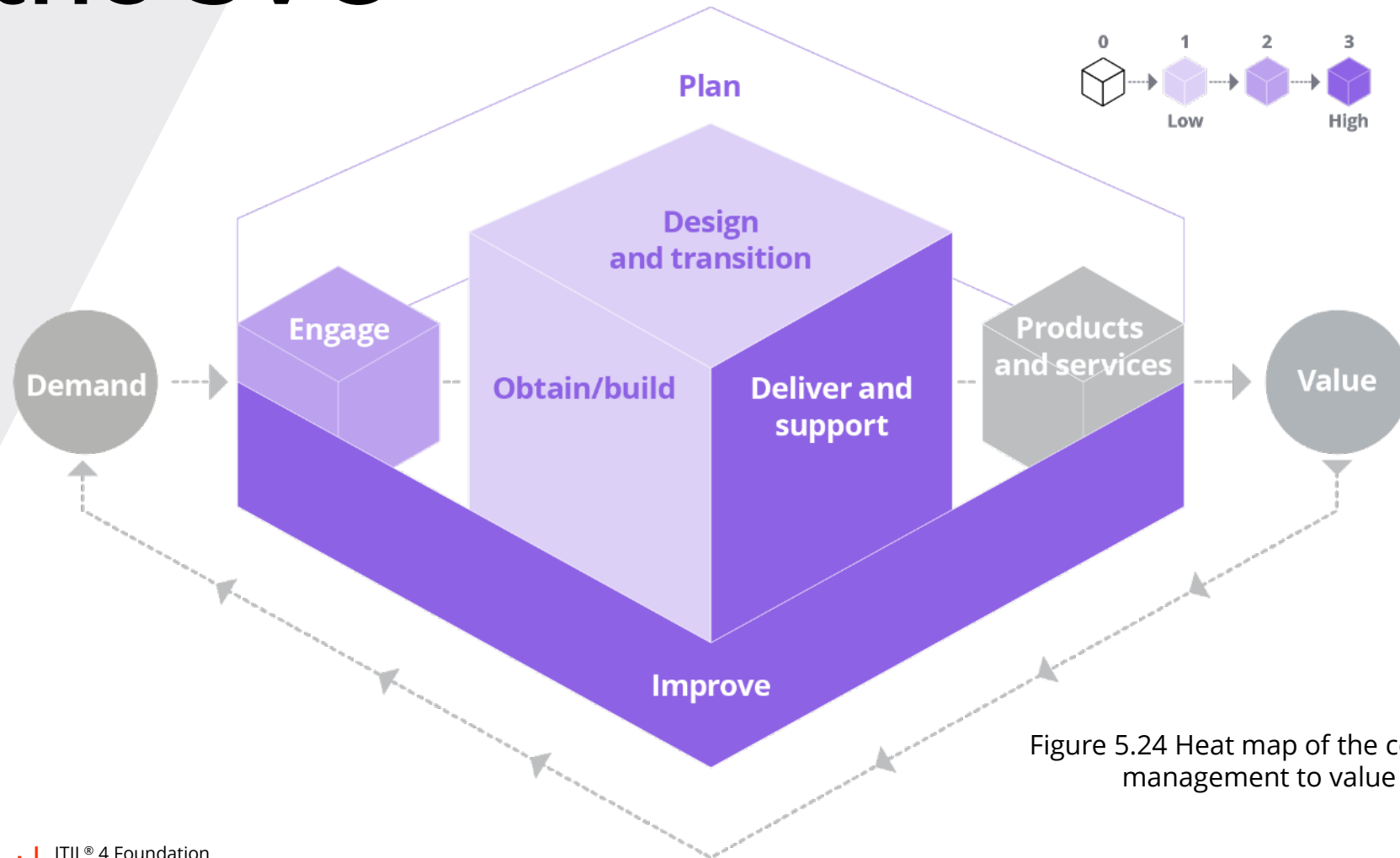
Problem management contribution to the SVC

Figure 5.24 Heat map of the contribution of problem management to value chain activities.
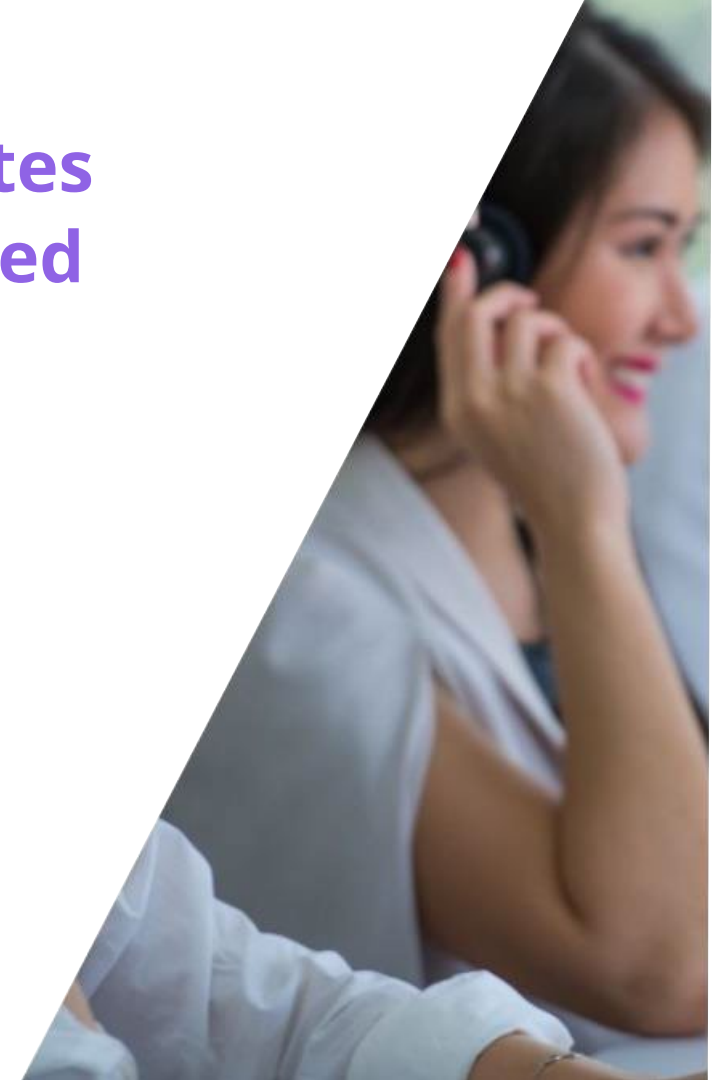
Service request management

The purpose of the **service request** management practice is to **support the agreed quality** of a service by handling all predefined, user-initiated service requests in an **effective** and **user-friendly** manner.

PeopleCert
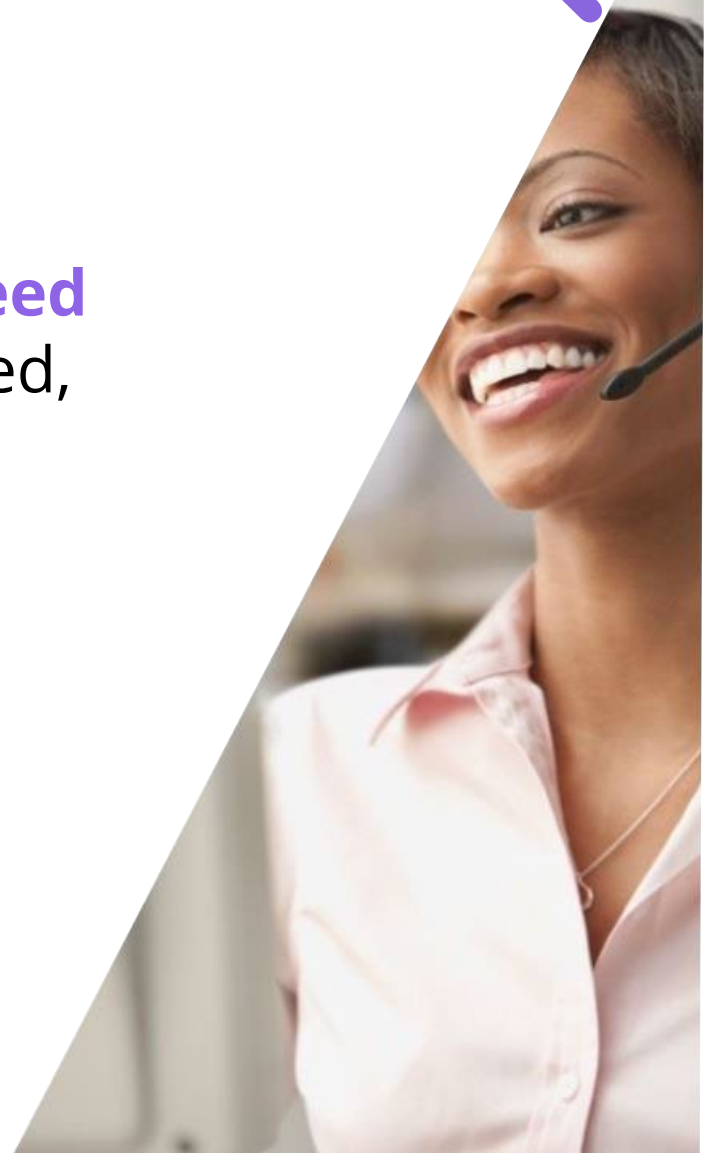
What is a service request?

A **request** from a **user** or a user's authorized **representative** that **initiates** a **service action** which has been **agreed** as a normal part of service delivery.

Scope of Request Management: Examples

- **Service request** may include the following:
  - a **service delivery action**
  - **information**
  - **provision** of a resource or service
  - **access to** a resource or service
  - **feedback, compliments**, and **complaints**

Steps for request fulfilment

Can you think of good guidelines and practices to successfully handle service requests, and what should people know?

1. Steps should be well known and proven, agree times for fulfilment, and provide clear communication of the status

2. Requests and their fulfilment should be standardized and automated to the greatest degree possible.

3. Policies should be established regarding what service requests will be fulfilled with limited or even no additional approvals so that fulfilment can be streamlined.

4. Expectations of users regarding times clearly set, based on what organization can realistically deliver.

5. Opportunities for improvement identified and implemented to produce faster fulfilment times and benefit from automation.

6. Policies and workflows included for documenting and redirecting any requests submitted as service requests, but which should actually be managed as incidents or changes.

Request processes and procedures

Service request management is dependent upon well-designed processes and procedures, operationalized through **tracking and automation tools.**

Service request workflows may be simple or complex.

The steps to fulfill a request should be well-known and proven.

The service provider agrees to fulfillment times and communicates provides clear status to users.

Some service requests can be completely fulfilled by automation, creating a self-service experience.

When new service requests need to be added to the service catalogue, **existing workflow models should be leveraged** whenever possible.

Methods of fulfilling requests

How can service requests be fulfilled by automation?

- client software installation
- provision of virtual servers

Service catalogue

Structured **information** about all the services and **service offerings** of a **service provider**, relevant for a **specific target audience**.

Service request management

The purpose of the service request management practice is to support the agreed **quality** **of a service by handling all predefined,** **user-initiated** service requests in an effective and user-friendly manner.

Initiation	Approval	Fulfilment

Management

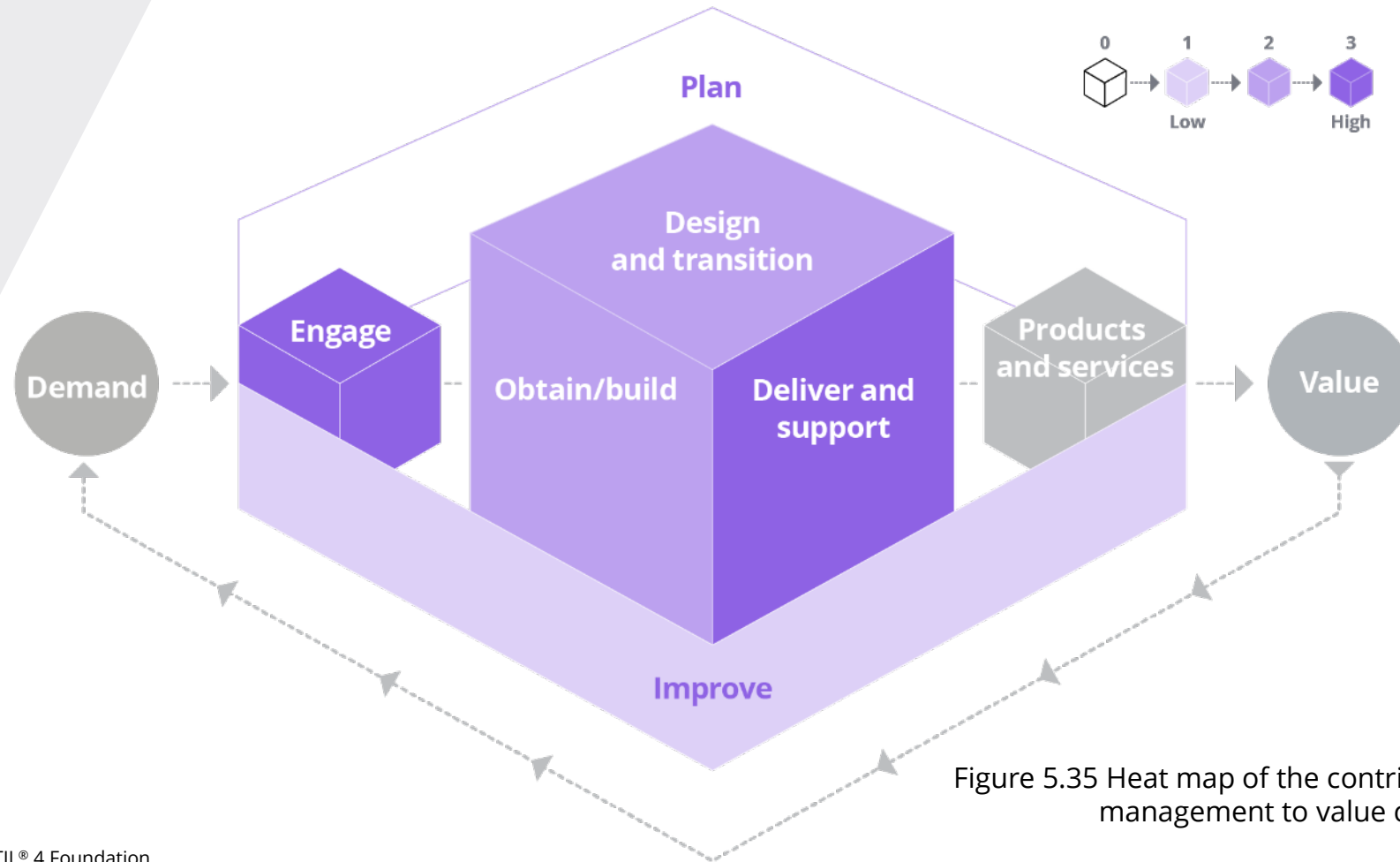# Service request management contribution to the SVC

Figure 5.35 Heat map of the contribution of service request management to value chain activities

Service desk

The **purpose** of the **service desk** practice is to **capture demand** for **incident resolution** and **service requests.**

It should also be the entry point and **single point of contact** for the service provider with all its users.
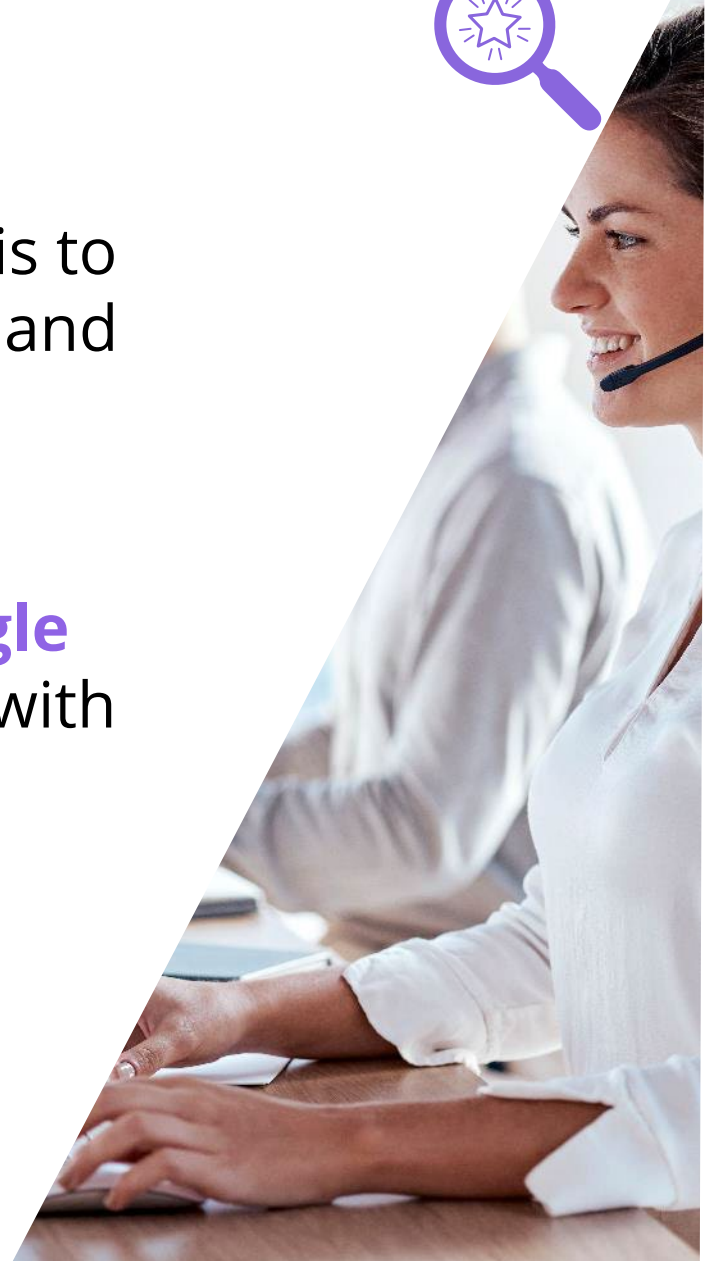
Automation

Automation:

- Captures and redirects out-of-scope issues.

- Provides a one-stop shop for simple or complex requests.

- Creates a good customer experience.

Key aspects of a good service desk

What are the key aspects of a good service desk?

- Service desks have a major influence on the user experience and how the service provider is perceived.
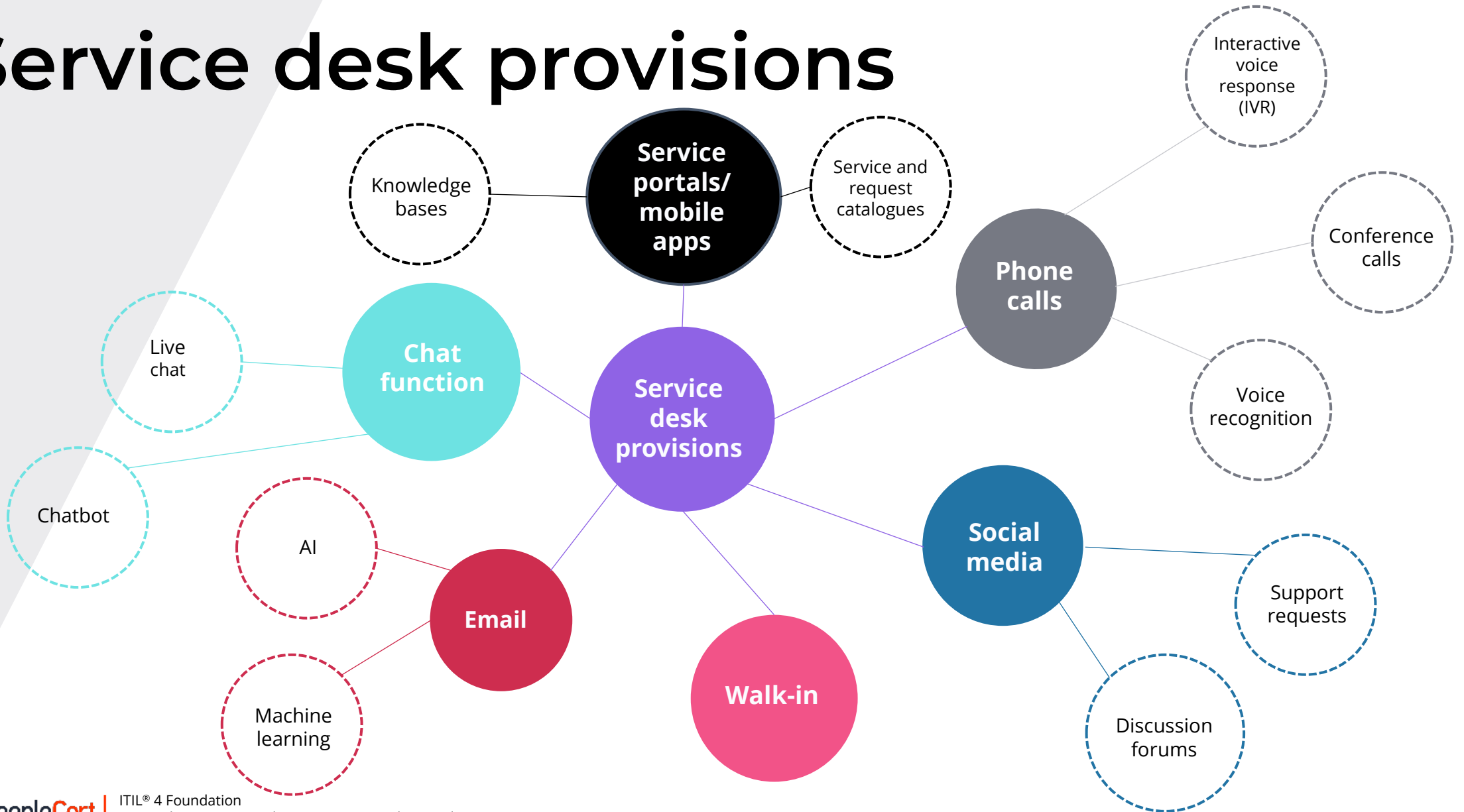
What services should a good service desk deliver?

- A service desk has a practical understanding of the wider organization, the business processes and the users.

Service desks:
- Add value by understanding and acting on the business actions
- Should provide empathetic and informed links between the service provider and its users.

Service desk provisions

Service portals/mobile apps
- Knowledge bases
- Service and request catalogues

Chat function
- Live chat
- Chatbot

Email
- AI
- Machine learning

Walk-in

Phone calls
- Interactive voice response (IVR)
- Conference calls
- Voice recognition

Social media
- Support requests
- Discussion forums

Service desk support

- intelligent telephony systems, incorporating computer-telephony integration, IVR and automatic call distribution
- workflow systems for routing and escalation
- workforce management and resource planning systems
- a knowledge base
- call recording and quality control
- remote access tools
- dashboard and monitoring tools
- configuration management systems.

Service desk skills

What skills should service desk staff have?

- excellent customer service skills
- empathy
- incident analysis and prioritization
- effective communication
- emotional intelligence.

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Service desk

Complete the missing words.

The purpose of the service desk practice is to capture **demand** for incident **resolution** and service requests. It should also be the entry point and single point of **contact** for the service provider with all of its users.

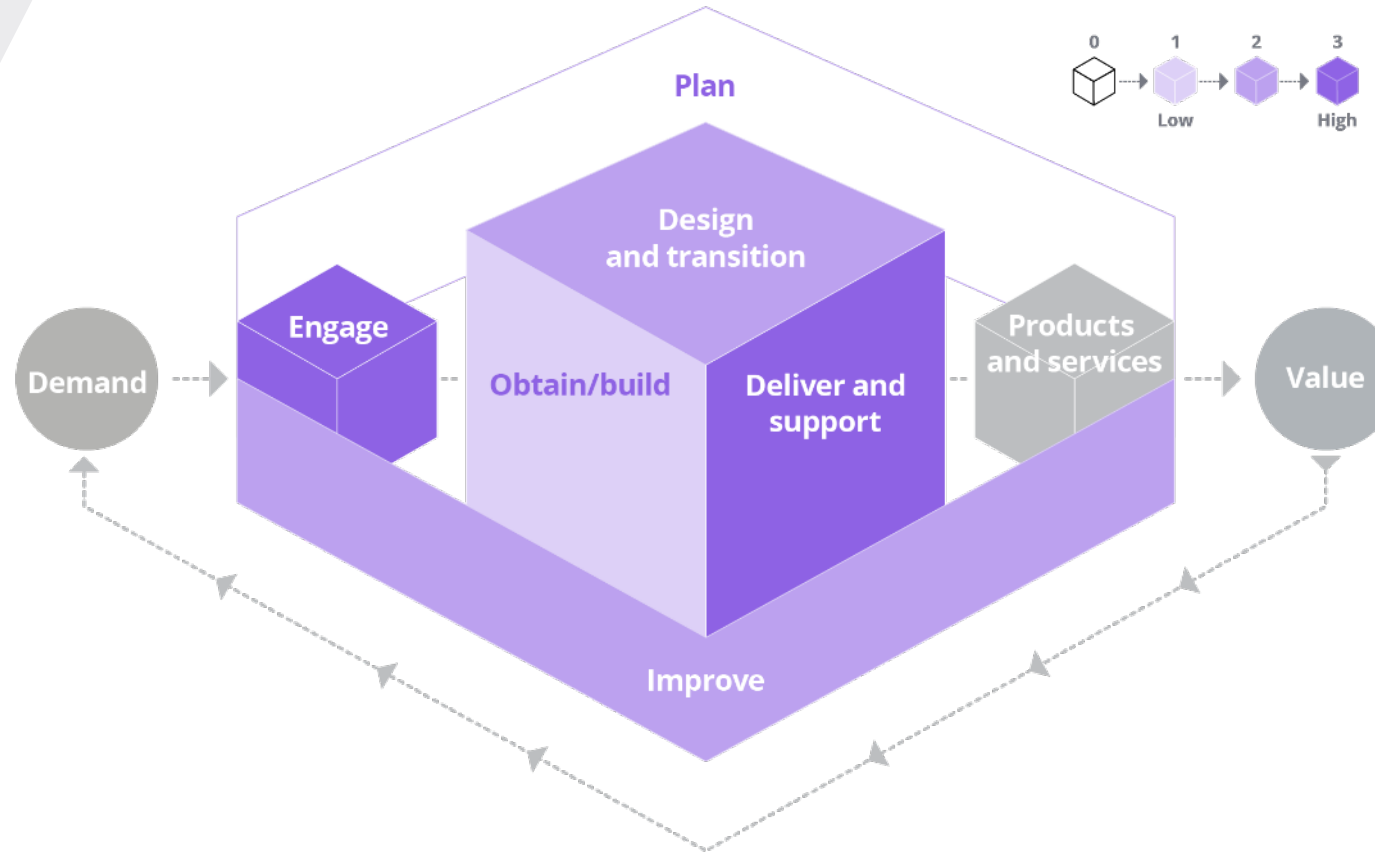# Service desk contribution to the SVC

Figure 5.33 Heat map of the contribution of the service desk to value chain activities

Recap: Key learning points

- The **purpose** of the incident management practice is to **minimize the negative impact of incidents** by **restoring normal service operation** as quickly as possible.

- An **incident** is an **unplanned interruption** to a service or reduction in the quality of a service.

- The **purpose** of the **problem management** practice is to **reduce** the **likelihood** and **impact** of **incidents** by identifying **actual** and **potential** causes of incidents and managing **workarounds** and **known errors.**

- A **problem** is a **cause,** or **potential cause,** of one or more incidents.

- A **known error** is a **problem** that has been **analyzed** but has **not been resolved.**

- The **purpose** of the **service request management** practice is to **support** the **agreed quality** of a service by handling all predefined, user-initiated service requests in an effective and user-friendly manner.

- The **purpose** of the **service desk practice** is to **capture demand** for **incident resolution** and **service requests.** It should also be the entry point and single point of contact for th service provider with all, of its users.