ITIL 4 management practices

Key management practices part 3

Syllabus

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

    6.1 Recall the purpose of the following ITIL practices:

    a) Change enablement
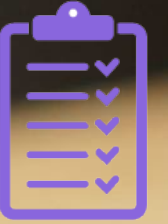
    b) Service level management

    6.2 Recall definitions of the following ITIL terms:

    a) Change

7. Understand 7 ITIL practices

    7.1 Explain the following ITIL practices in detail, excluding how they fit within the service value chain:

    a) Change enablement

    b) Service level management

What you will learn

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

- Explain two of the seven service management practices in detail (service level management and change enablement), including how they fit within the service value chain.

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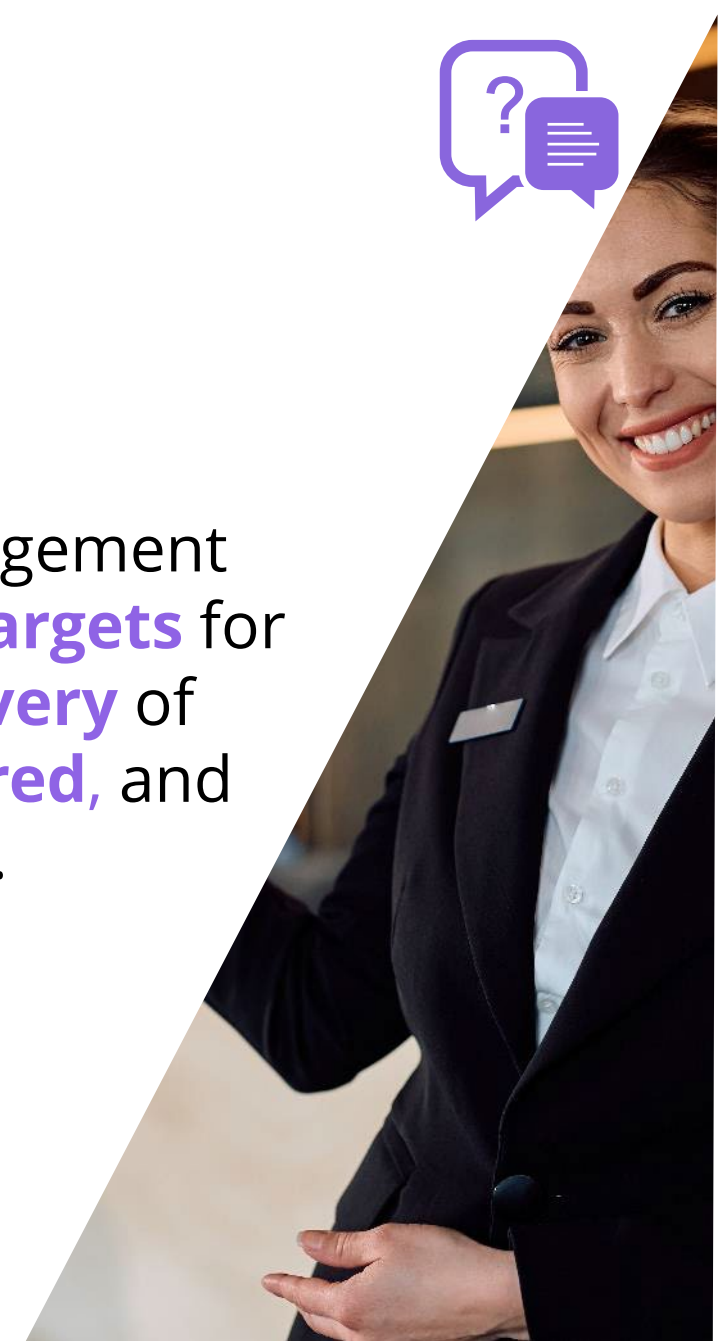
Service level management

What is the purpose of service level management?

The purpose of the **service level** management practice is to set **clear business-based targets** for service levels, and to ensure that **delivery** of services is **properly assessed**, **monitored**, and **managed** against these targets.

What exactly does service level mean?

What is a service level?

Service level

One or more **metrics** that **define expected** or **achieved** service **quality**.

Service level management

Establishes **shared view** of services and **target service levels** with customers.

Ensures that the organization **meets** defined **service levels** through collection, analysis, storage and reporting of relevant metrics for the identified services.

Performs **service reviews** to ensure that the current set of services continues to **meet** the **needs** of the **organization** and its **customers.**

Captures and **reports** on **service issues,** including performance **against defined service levels.**

Activity: skills required for service level management

15 minutes

What skills and competencies are required for successful service level management?

Relationship management

Business liaison

Business analysis

Commercial/ supplier management

Pragmatic focus

Service level agreements

What does a service level agreement mean?

A service level agreement
is a documented **agreement**
between a **service provider**
and a **customer** that identifies
both the **services required** and
the **expected level** of service.

Key requirements for SLAs

Related to a defined service

Related to **clearly defined service outcomes,** not just operational metrics

Reflects an agreement between the service provider and the service consumer

Is simply written and easy to understand for all parties

Watermelon SLA effect

- The **Watermelon SLA effect** refers to cases where the SLA may **appear green on the outside** but is **red** on the inside.

- Consider the case where the system may have had an **acceptable unavailability according to the SLA,** but when it occurred an important process was happening; this means that the **customer/user satisfaction** will be **low,** even though the **SLA was met**.

Customer engagement

10 minutes

What would you ask a customer when establishing their needs to understand what service level is required?

- What does your work involve?
- How does technology help you?
- What are your key business times, areas, people and activities?
- What differentiates a good day from a bad day for you?
- Which of these activities is most important to you?
- What are your goals, objectives and measurements for this year?
- What is the best measure of your success?
- On what do you base your opinion and evaluation of a service or IT/technology?
- How can we help you more?
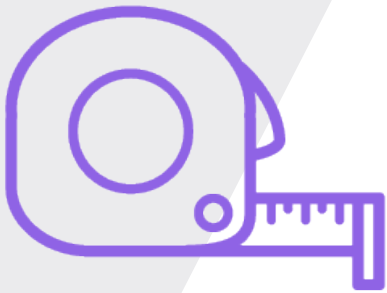
Customer feedback

Gathered from several sources, both formal and informal, including:

- surveys

- key business-related measures.

Metrics

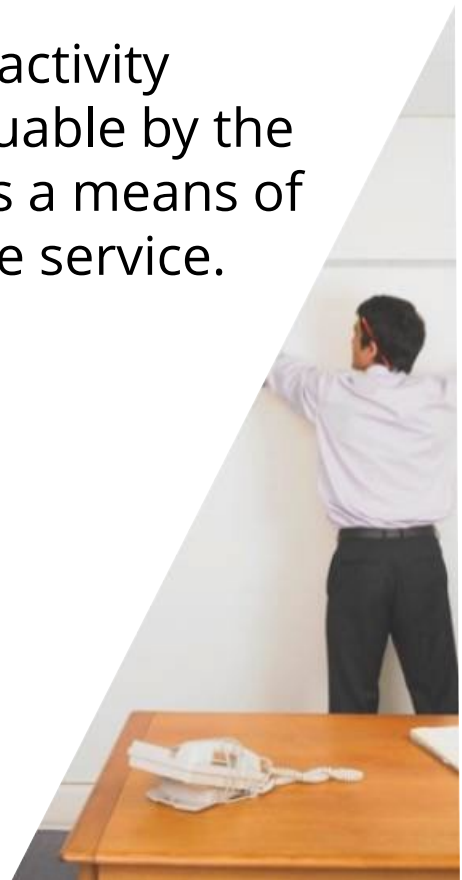## In this case there are two types of metrics we are looking at:

Operational metrics

Low level indicators of various operational activities. They might include availability, response and resolution times.

Business metrics

Any business-related activity deemed useful or valuable by the customer and used as a means of gauging success of the service.

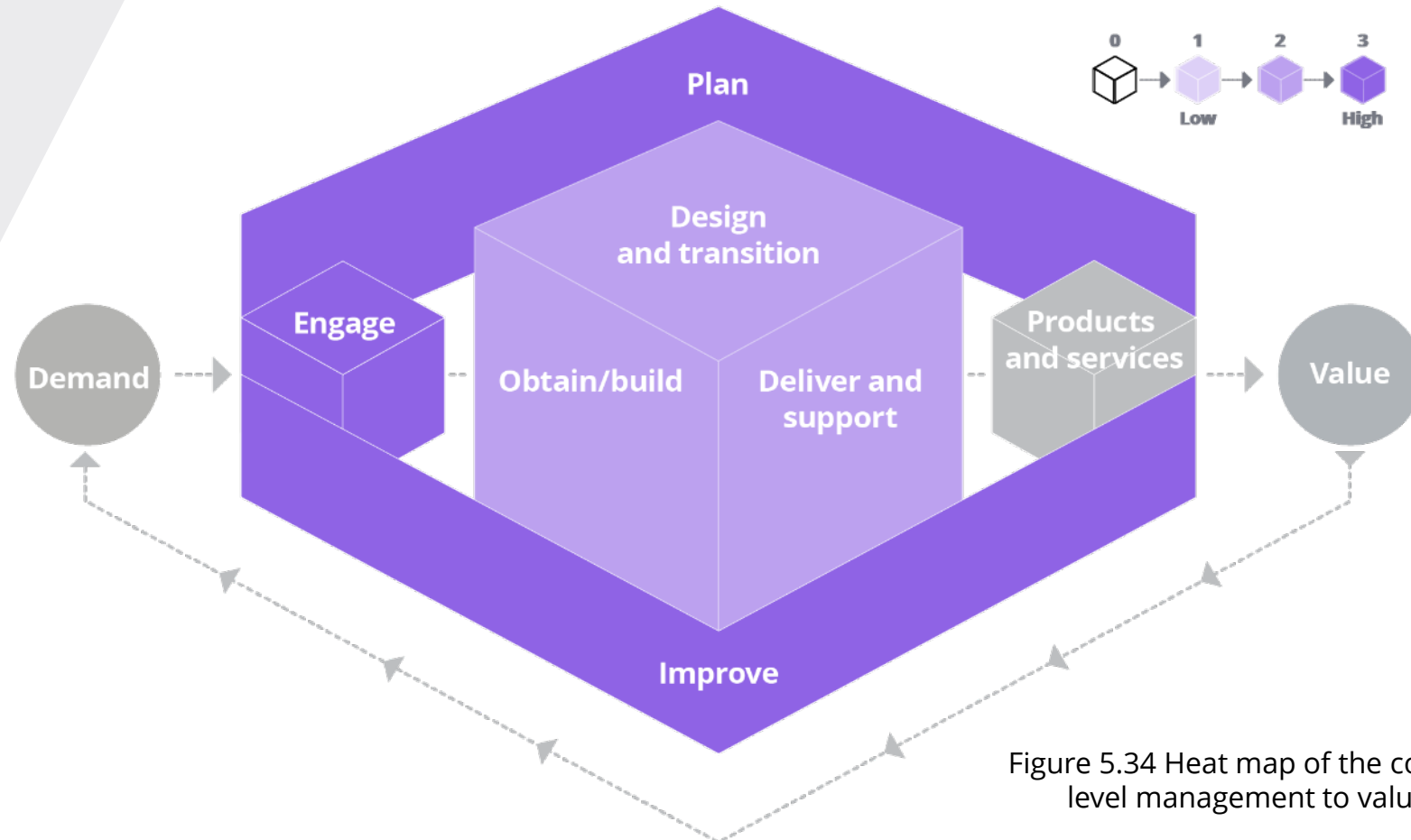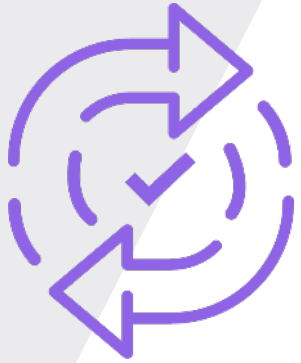# Service level management contribution to the SVC

Figure 5.34 Heat map of the contribution of service level management to value chain activities
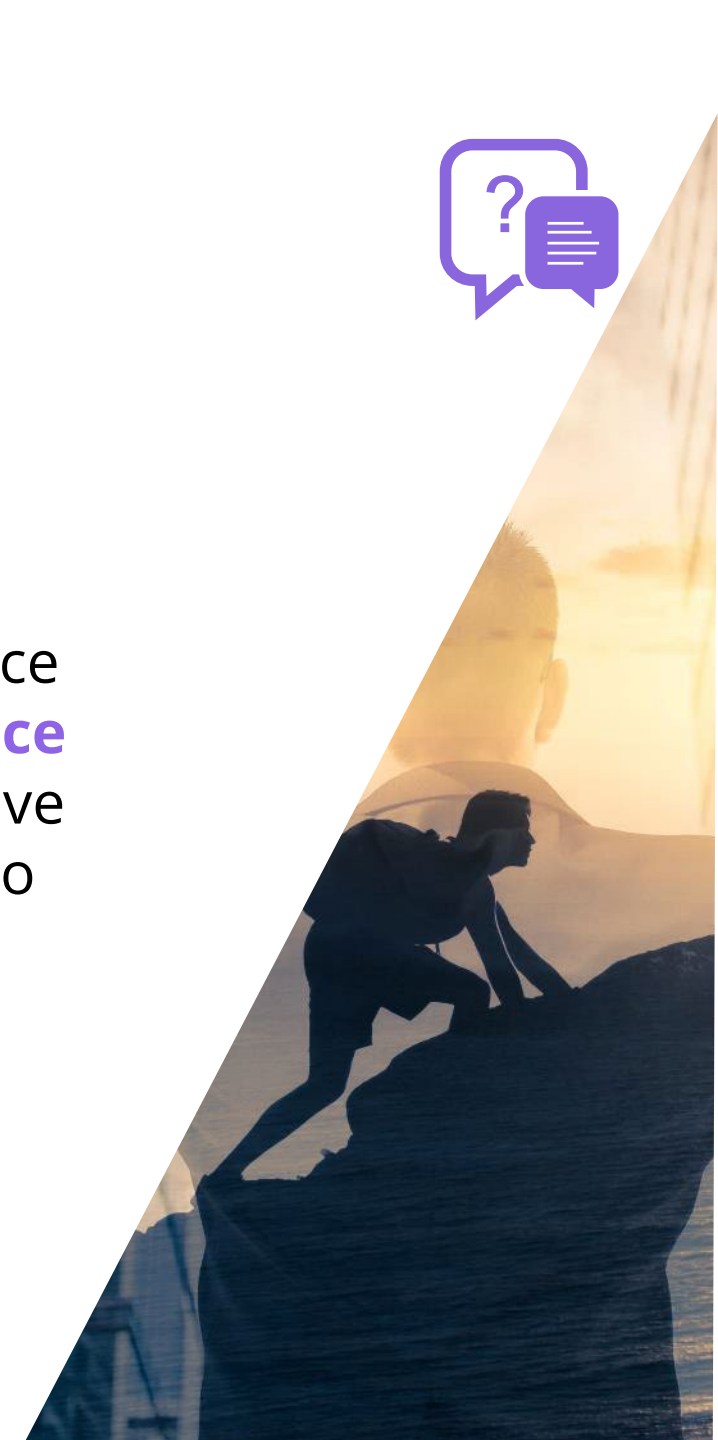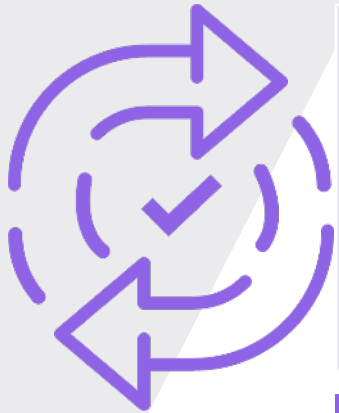
Change enablement (1/2)

What is the purpose of change enablement?

The purpose of the **change enablement** practice is to **maximize** the number of **successful service and product changes** by ensuring that risks have been properly assessed, authorizing changes to proceed and managing the change schedule.
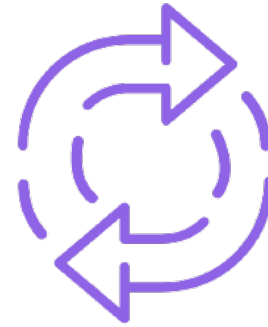
Change enablement (2/2)

Getting customers and user **changes and benefits** quickly.

Protecting customers and users from **adverse effects** of changes.

Define change

What does change mean to you and how would you define change enablement?

Change

The **addition**, **modification**, or **removal** of anything that could have a **direct** or **indirect effect** on services

Change model

A repeatable approach to the management of a particular type of change

Scope of change enablement (1/2)

Each organization defines its change enablement scope, often as:

Infrastructure	Applications	Documentation	Processes

Supplier relationships	Anything directly or indirectly impacting a product or service

Scope of change enablement (2/2)

It is important to **distinguish change enablement** from organizational **change management.**

Organizational **change management** manages the **people aspects** of changes.

Change enablement is usually focused on changes in **products and services.**

Change authority

Change authority

The **person** or **group** who **authorizes** a change.

Change authority process

- Authorising the change to proceed:

  - Assign the **appropriate authority** for each type of change

  - Aligning the change type with a change authority will ensure that the practice is **both efficient and effective**

Types of change

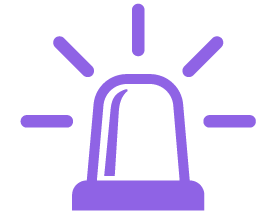**There are three types of change that are each managed in different ways.**

Standard changes
Low-risk, pre-authorized changes that are well understood and fully documented and can be implemented without needing additional authorization.

Normal changes
Changes that need to be scheduled, assessed and authorized following a process.

Emergency changes
Changes that must be implemented as soon as possible; for example, to resolve an incident or implement a security patch.

What do you think are the characteristics for each of these change types?

Scheduling

What can a change schedule be used for?

- Help plan changes.
- Assist in communication.
- Avoid conflicts.
- Assign resources.
- Provide information needed for incident management, problem management, and improvement planning.
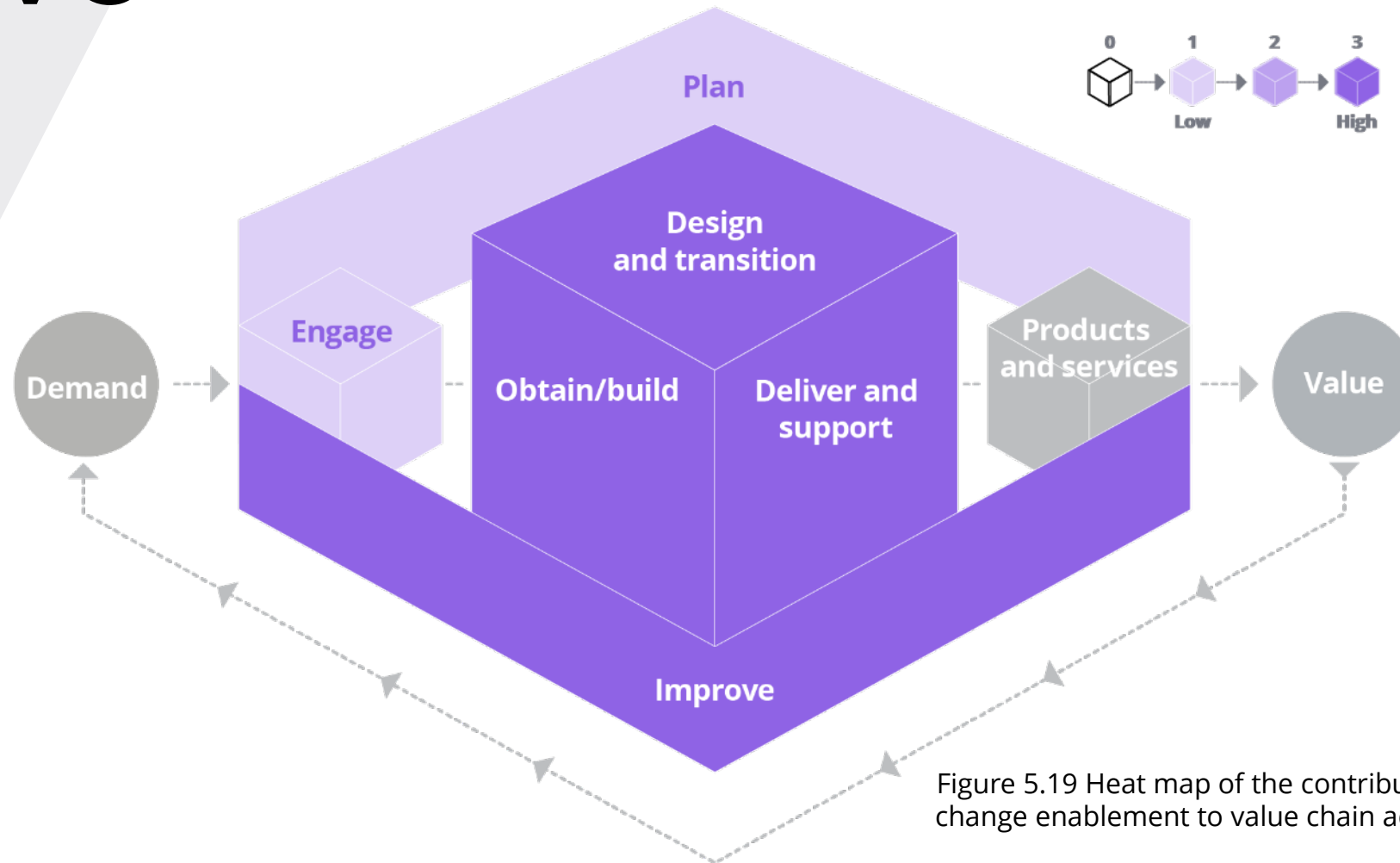
Change enablement contribution to the SVC

Figure 5.19 Heat map of the contribution of change enablement to value chain activities

Recap: Key learning points

- The **purpose** of the **service level management practice** is to set **clear business-based targets** for **service levels** and to **ensure** that **delivery of services** is properly **assessed, monitored** and **managed** against these targets.

- The purpose of the **change enablement practice** is to **maximize** the **number of successful service** and **product changes** by **ensuring** that **risks** have been properly **assessed,** authorizing changes to proceed and managing the change schedule.

- A **change** is any **addition, modification,** or **removal** of anything that could have a **direct** or **indirect effect** on **services.**