controlling the impacts of the transition. In contrast, the service system transition plans called for in the specific practice of this process area address planning for specific transitions of the service system.

STSM Elaboration

This plan for performing the strategic service management process differs from the plans for standard services described in the specific practices of this process area. The plan called for in this generic practice addresses comprehensive planning for all the specific practices in the process area.

WMC Elaboration

This plan for performing the work monitoring and control process can be part of (or referenced by) the work plan, as described in the Work Planning process area.

WP Elaboration

Refer to Table 6.2 in Generic Goals and Generic Practices for more information about the relationship between generic practice 2.2 and the Work Planning process area.

GP 2.3   Provide Resources

Provide adequate resources for performing the process, developing the work products, and providing the services of the process.

The purpose of this generic practice is to ensure that the resources necessary to perform the process as defined by the plan are available when they are needed. Resources include adequate funding, appropriate physical facilities, skilled people, and appropriate tools.

The interpretation of the term "adequate" depends on many factors and can change over time. Inadequate resources may be addressed by increasing resources or by removing requirements, constraints, and commitments.

CAM Elaboration

Examples of resources provided include the following:

- Remote analysis tools
- Monitoring tools

CAR Elaboration

Examples of resources provided include the following:

- Database management systems
- Process modeling tools
- Statistical analysis packages
- Methods and analysis techniques (e.g., Ishikawa or fishbone diagrams, Pareto analysis, histograms, process capability studies, control charts)

CM Elaboration

> Examples of resources provided include the following:
>
> - Configuration management tools
> - Data management tools
> - Archiving and reproduction tools
> - Database management systems

DAR Elaboration

> Examples of resources provided include the following:
>
> - Simulators and modeling tools
> - Prototyping tools
> - Tools for conducting surveys

IRP Elaboration

> Examples of resources provided include the following:
>
> - Help desk tools
> - Remote analysis tools
> - Automated monitoring tools
> - Incident management systems

IWM Elaboration

> Examples of resources provided include the following:
>
> - Problem tracking and reporting packages
> - Groupware
> - Video conferencing
> - Integrated decision databases
> - Integrated product support environments

MA Elaboration

Staff with appropriate expertise provide support for measurement and analysis activities. A measurement group with such a role may exist.

> Examples of resources provided include the following:
>
> - Statistical packages
> - Packages that support data collection over networks

OPD Elaboration

A process group typically manages organizational process definition activities. This group typically is staffed by a core of professionals whose primary responsibility is coordinating organizational process improvement.

Generic Goals and Generic Practices

This group is supported by process owners and people with expertise in various disciplines such as the following:

- Project management
- Service management
- The appropriate service disciplines
- Configuration management
- Quality assurance

Examples of resources provided include the following:

- Database management systems
- Process modeling tools
- Web page builders and browsers

OPF Elaboration

Examples of resources provided include the following:

- Database management systems
- Process improvement tools
- Web page builders and browsers
- Groupware
- Quality improvement tools (e.g., cause-and-effect diagrams, affinity diagrams, Pareto charts)

OPM Elaboration

Examples of resources provided include the following tools:

- Simulation packages
- Prototyping tools
- Statistical packages
- Dynamic systems modeling
- Subscriptions to online technology databases and publications
- Process modeling tools

OPP Elaboration

Special expertise in statistical and other quantitative techniques may be needed to establish process performance baselines for the organization's set of standard processes.

Examples of resources provided include the following:

- Database management systems
- System dynamics models
- Process modeling tools
- Statistical analysis packages
- Problem tracking packages

OT Elaboration

Examples of resources provided include the following:

- Subject matter experts
- Curriculum designers
- Instructional designers
- Instructors
- Training administrators

Special facilities may be required for training. When necessary, the facilities required for the activities in the Organizational Training process area are developed or purchased.

Examples of resources provided include the following:

- Instruments for analyzing training needs
- Workstations to be used for training
- Instructional design tools
- Packages for developing presentation materials

PPQA Elaboration

Examples of resources provided include the following:

- Evaluation tools
- Noncompliance tracking tools

QWM Elaboration

Special expertise in statistics and its use in analyzing process performance may be needed to define the analytic techniques used in quantitative management. Special expertise in statistics can also be needed for analyzing and interpreting the measures resulting from statistical analyses; however, teams need sufficient expertise to support a basic understanding of their process performance as they perform their daily work.

> Examples of other resources provided include the following:
>
> - Statistical analysis packages
> - Statistical process and quality control packages
> - Scripts and tools that assist teams in analyzing their own process performance with minimal need for additional expert assistance

REQM Elaboration

> Examples of resources provided include the following:
>
> - Requirements tracking tools
> - Traceability tools

RSKM Elaboration

> Examples of resources provided include the following:
>
> - Risk management databases
> - Risk mitigation tools
> - Prototyping tools
> - Modeling and simulation tools

SAM Elaboration

> Examples of resources provided include the following:
>
> - Preferred supplier lists
> - Requirements tracking tools
> - Project management and scheduling programs

SCON Elaboration

Service continuity relies on obtaining special as well as adequate resources. Remote locations, secure networks, facilities, and equipment should be identified, procured, and prepared in advance to ensure continued service system operations in the event of a significant disruption. Special training facilities and related resources may be needed to prepare those who are responsible for implementing the service continuity plan. Finally, special testing facilities, equipment, and tools may need to be developed or purchased for use in verifying and validating service continuity preparations.

> Examples of resources provided include the following:
>
> - Backup communication mechanisms and networks
> - File backup and restore utilities
> - Workstations to be used for training
> - Modeling and simulation tools
> - Test management tools

SD Elaboration

> Service delivery requires the operation of an appropriate service system that includes a trained staff, an infrastructure, tools, processes, consumables, and other resources. In addition, the operation of the service system imposes a continuing need for adequate resources. For example, over time components of the service system may need to be upgraded, replaced, or retired; service delivery staff may need to be retrained, augmented, rotated, or reduced; and consumables may need to be replenished to ensure that the service is delivered in accordance with service agreements.
>
> Some of the components of the service system may need to be developed or purchased, and this constraint may require obtaining resources as described in the Service System Development and Supplier Agreement Management process areas.

Examples of resources provided include the following:

- Request management systems
- Automated monitoring tools

SSD Addition

SSD Elaboration

Examples of resources provided include the following:

- Requirements specification tools
- Simulation and modeling tools
- Prototyping tools
- Scenario definition and tracking tools
- Design specification tools
- Fabrication and assembly tools
- Test management tools
- Test case generation tools
- Monitoring tools
- Test facilities and environments

SST Elaboration

Examples of resources provided include the following:

- Transition support staff
- Installation and deployment tools
- Mechanisms for back out and restore

    Generic Goals and Generic Practices

STSM Elaboration

Senior managers, strategic planners, service portfolio managers, product managers, or product line managers typically manage strategic service management practices.

Examples of resources provided include the following:

- Sources of data on strategic needs and capabilities
- Document management or configuration management tools
- Service management techniques

WMC Elaboration

Examples of resources provided include the following:

- Cost tracking systems
- Effort reporting systems
- Action item tracking systems
- Project management and scheduling programs

WP Elaboration

Special expertise, equipment, and facilities in work planning may be required.

Special expertise in work planning can include the following:

- Experienced estimators
- Schedulers
- Technical experts in applicable areas (e.g., product domain, technology)

Examples of resources provided include the following:

- Spreadsheet programs
- Estimating models
- Project planning and scheduling packages

GP 2.4   Assign Responsibility

Assign responsibility and authority for performing the process, developing the work products, and providing the services of the process.

The purpose of this generic practice is to ensure that there is accountability for performing the process and achieving the specified results throughout the life of the process. The people assigned must have the appropriate authority to perform the assigned responsibilities.

Responsibility can be assigned using detailed job descriptions or in living documents, such as the plan for performing the process. Dynamic assignment of responsibility is another legitimate way to implement this