6 Organizing for continual service improvement

This chapter describes organizing for service management in relation to continual service improvement (CSI) and the related practices. It includes generic roles, responsibilities and competencies that apply across the service lifecycle and specific aspects for the processes described in this publication.

Section 2.2.3 describes the basic concepts of organization, function, group, team, department, division and role that are used in this chapter.

All stages of the lifecycle will be looking for opportunities to improve and most roles could be involved in CSI. It is a responsibility of all elements and processes within the lifecycle to look for opportunities to improve quality, to be more cost-effective and to enable the business overall to be more successful by better alignment. Therefore organizing for improvement is not restricted to one lifecycle stage or process but is the responsibility of everyone and to some extent all roles.

6.1 ORGANIZATIONAL DEVELOPMENT

There is no single best way to organize, and best practices described in ITIL need to be tailored to suit individual organizations and situations. Any changes made will need to take into account resource constraints and the size, nature and needs of the business and customers. The starting point for organizational design is strategy. Organization development for service management is described in more detail in Chapter 6 of *ITIL Service Strategy*.

6.2 FUNCTIONS

A function is a team or group of people and the tools or other resources they use to carry out one or more processes or activities. In larger organizations, a function may be broken out and performed by several departments, teams and groups, or it may be embodied within a single organizational unit (e.g. service desk). In smaller organizations, one person or group can perform multiple functions – e.g. a technical management department could also incorporate the service desk function.

For CSI to be successful, an organization will need to define clearly the roles and responsibilities required to undertake the processes and activities identified in Chapters 4 and 5. These roles will need to be assigned to individuals, and an appropriate organization structure of teams, groups or functions established and managed.

ITIL Continual Service Improvement does not define any functions of its own, but it does rely on the technical and application management functions described in *ITIL Service Operation*. Technical and application management provide the technical resources and expertise to manage the whole service lifecycle, and practitioner roles within CSI may be performed by members of these functions.

6.3 ROLES

A number of roles need to be performed in support of CSI. Please note that this section provides guidelines and examples of role descriptions. These are not exhaustive or prescriptive, and in many cases roles will need to be combined or separated. Organizations should take care to apply this guidance in a way that suits their own structures and objectives.

A role is a set of responsibilities, activities and authorities granted to a person or team. A role is defined in a process or function. One person or team may have multiple roles; for example, the roles of configuration manager and change manager may be carried out by a single person.

Roles are often confused with job titles, but it is important to realize that they are not the same. Each organization will define appropriate job titles and job descriptions that suit its needs, and individuals holding these job titles can perform one or more of the required roles.

It should also be recognized that a person may, as part of their job assignment, perform a single task that represents participation in more than one process. For example, a technical analyst who submits a request for change (RFC) to add memory to a server to resolve a performance

problem is participating in activities of the change management process at the same time as taking part in activities of the capacity management and problem management processes.

Roles fall into two main categories – generic roles such as process manager and process owner, and specific roles that are involved within a particular lifecycle stage or process such as a change administrator or service desk staff. Roles can be combined in a number of different ways, depending on the organizational context. For example, in many organizations there will be someone with the job title of change manager who combines the roles of the change management process owner, change management process manager, change administrator and chair of a change advisory board (CAB). In a small organization the change manager role may be combined with roles from service asset and configuration management or release and deployment management. In larger organizations there may be many different people carrying out each of these roles, split by geography, technology or other criteria. The exceptions to this are that there must be only one process owner for each process and one service owner for each service.

Roles are accountable or responsible for an activity. They may also be consulted or informed about something: for example a service owner may be consulted about a change during an impact assessment activity. The RACI model, described in section 6.5, provides a useful way of defining and communicating roles and responsibilities.

What is a service manager?

Service manager is a generic term for any manager within the service provider. The term is commonly used to refer to a business relationship manager, a process manager or a senior manager with responsibility for IT services overall. A service manager is often assigned several roles such as business relationship management, service level management (SLM) and CSI.

6.3.1 Generic service owner role

To ensure that a service is managed with a business focus, the definition of a single point of accountability is absolutely essential to provide the level of attention and focus required for its delivery.

The service owner is accountable for the delivery of a specific IT service. The service owner is responsible to the customer for the initiation, transition and ongoing maintenance and support of a particular service and accountable to the IT director or service management director for the delivery of the service. The service owner's accountability for a specific service within an organization is independent of where the underpinning technology components, processes or professional capabilities reside.

Service ownership is as critical to service management as establishing ownership for processes which cross multiple vertical silos or departments. It is possible that a single person may fulfil the service owner role for more than one service.

The service owner has the following responsibilities:

- Ensuring that the ongoing service delivery and support meet agreed customer requirements
- Working with business relationship management to understand and translate customer requirements into activities, measures or service components that will ensure that the service provider can meet those requirements
- Ensuring consistent and appropriate communication with customer(s) for service-related enquiries and issues
- Assisting in defining service models and in assessing the impact of new services or changes to existing services through the service portfolio management process
- Identifying opportunities for service improvements, discussing these with the customer and raising RFCs as appropriate
- Liaising with the appropriate process owners throughout the service lifecycle
- Soliciting required data, statistics and reports for analysis and to facilitate effective service monitoring and performance
- Providing input in service attributes such as performance, availability etc.
- Representing the service across the organization
- Understanding the service (components etc.)
- Serving as the point of escalation (notification) for major incidents relating to the service
- Representing the service in change advisory board (CAB) meetings

- Participating in internal service review meetings (within IT)
- Participating in external service review meetings (with the business)
- Ensuring that the service entry in the service catalogue is accurate and is maintained
- Participating in negotiating service level agreements (SLAs) and operational level agreements (OLAs) relating to the service
- Identifying improvement opportunities for inclusion in the CSI register
- Working with the CSI manager to review and prioritize improvements in the CSI register
- Making improvements to the service.

The service owner is responsible for continual improvement and the management of change affecting the service under their care. The service owner is a primary stakeholder in all of the underlying IT processes which enable or support the service they own. For example:

- **Incident management** Is involved in (or perhaps chairs) the crisis management team for high-priority incidents impacting the service owned
- **Problem management** Plays a major role in establishing the root cause and proposed permanent fix for the service being evaluated
- **Release and deployment management** Is a key stakeholder in determining whether a new release affecting a service in production is ready for promotion
- **Change management** Participates in CAB decisions, authorizing changes to the services they own
- **Service asset and configuration management** Ensures that all groups which maintain the data and relationships for the service architecture they are responsible for have done so with the level of integrity required
- **Service level management** Acts as the single point of contact for a specific service and ensures that the service portfolio and service catalogue are accurate in relation to their service
- **Availability management and capacity management** Reviews technical monitoring data from a domain perspective to ensure that the needs of the overall service are being met
- **IT service continuity management** (ITSCM) Understands and is responsible for ensuring that all elements required to restore their service are known and in place in the event of a crisis
- **Information security management** Ensures that the service conforms to information security management policies
- **Financial management for IT services** Assists in defining and tracking the cost models in relation to how their service is costed and recovered.

6.3.2 Generic process owner role

The process owner role is accountable for ensuring that a process is fit for purpose. This role is often assigned to the same person who carries out the process manager role, but the two roles may be separate in larger organizations. The process owner role is accountable for ensuring that their process is performed according to the agreed and documented standard and meets the aims of the process definition.

The process owner's accountabilities include:

- Sponsoring, designing and change managing the process and its metrics
- Defining the process strategy
- Assisting with process design
- Ensuring that appropriate process documentation is available and current
- Defining appropriate policies and standards to be employed throughout the process
- Periodically auditing the process to ensure compliance to policy and standards
- Periodically reviewing the process strategy to ensure that it is still appropriate and change as required
- Communicating process information or changes as appropriate to ensure awareness
- Providing process resources to support activities required throughout the service lifecycle
- Ensuring that process technicians have the required knowledge and the required technical and business understanding to deliver the process, and understand their role in the process
- Reviewing opportunities for process enhancements and for improving the efficiency and effectiveness of the process
- Addressing issues with the running of the process
- Identifying improvement opportunities for inclusion in the CSI register

- Working with the CSI manager and process manager to review and prioritize improvements in the CSI register
- Making improvements to the process.

Further detail on the role and responsibilities of the process owner can be found in *ITIL Service Strategy and ITIL Service Design*.

6.3.3 Generic process manager role

The process manager role is accountable for operational management of a process. There may be several process managers for one process, for example regional change managers or IT service continuity managers for each data centre. The process manager role is often assigned to the person who carries out the process owner role, but the two roles may be separate in larger organizations.

The process manager's accountabilities include:

- Working with the process owner to plan and coordinate all process activities
- Ensuring all activities are carried out as required throughout the service lifecycle
- Appointing people to the required roles
- Managing resources assigned to the process
- Working with service owners and other process managers to ensure the smooth running of services
- Monitoring and reporting on process performance
- Identifying improvement opportunities for inclusion in the CSI register
- Working with the CSI manager and process owner to review and prioritize improvements in the CSI register
- Making improvements to the process implementation.

6.3.4 Generic process practitioner role

A process practitioner is responsible for carrying out one or more process activities.

In some organizations, and for some processes, the process practitioner role may be combined with the process manager role, in others there may be large numbers of practitioners carrying out different parts of the process.

The process practitioner's responsibilities typically include:

- Carrying out one or more activities of a process
- Understanding how their role contributes to the overall delivery of service and creation of value for the business
- Working with other stakeholders, such as their manager, co-workers, users and customers, to ensure that their contributions are effective
- Ensuring that inputs, outputs and interfaces for their activities are correct
- Creating or updating records to show that activities have been carried out correctly.

6.3.5 CSI manager

The role of CSI manager is essential for a successful improvement programme. The CSI manager is ultimately responsible for the success of all improvement activities. This single point of accountability coupled with competence and authority improves the chances of a successful improvement programme. The role of CSI manager can also fulfil the role of the seven-step improvement process owner/manager.

The CSI manager's responsibilities typically include:

- Developing the CSI domain
- Communicating the vision of CSI across the IT organization
- Ensuring that CSI roles have been filled
- Designing the CSI register and associated activities
- Working with service owners, service level managers, the seven-step improvement manager, other process managers and functions to identify and manage improvement opportunities:
  - Identifying improvement opportunities for inclusion in the CSI register
  - Reviewing and prioritizing improvements in the CSI register
  - Building improvement plans and making improvements
- Working with service level managers to ensure that monitoring requirements are defined
- Ensuring that monitoring tools are in place to gather data
- Ensuring that baseline data is captured to measure improvement against it
- Defining and creating reports on CSI critical success factors (CSFs), key performance indicators (KPIs) and CSI activity metrics

- Identifying other frameworks, models and standards that will support CSI activities
- Ensuring that knowledge management is an integral part of routine operations
- Ensuring that CSI activities are coordinated throughout the service lifecycle
- Reviewing analysed data
- Presenting recommendations to senior management for improvement
- Helping prioritize improvement opportunities
- Leading, managing and delivering cross-functional and cross-divisional improvement projects
- Building effective relationships with the business and IT senior managers
- Identifying and delivering process improvements in critical business areas across manufacturing and relevant divisions
- Setting direction and providing a framework through which improvement objectives can be delivered
- Coaching, mentoring and supporting fellow service improvement professionals.

The CSI manager should possess the ability to influence positively all levels of management to ensure that service improvement activities are receiving the necessary support and are resourced sufficiently to implement solutions.

6.3.6 Seven-step improvement roles

This section describes a number of roles that need to be performed in support of the seven-step improvement process. These roles are not job titles, and each organization will have to define appropriate job titles and job descriptions for their needs.

6.3.6.1 Seven-step improvement process owner

The seven-step improvement process owner's responsibilities typically include:

- Carrying out the generic process owner role for the seven-step improvement process (see section 6.3.2 for more detail)
- Working with the CSI manager, service owners, process owners and functions to include appropriate elements of the seven-step improvement process throughout the service lifecycle.

6.3.6.2 Seven-step improvement process manager

The seven-step improvement process manager's responsibilities typically include:

- Carrying out the generic process manager role for the seven-step improvement process (see section 6.3.3 for more detail)
- Planning and managing support for improvement tools and processes
- Working with the CSI manager, service owners, process owners and functions to maintain the CSI register
- Coordinating interfaces between the seven-step improvement process, other processes, service managers and functions.

6.3.6.3 Reporting analyst

The reporting analyst is a key role for CSI and will often work in concert with SLM. The reporting analyst reviews and analyses data from components, systems and sub-systems in order to obtain a true end-to-end service achievement. The reporting analyst will also identify trends and establish if they are positive or negative. This information is then used to present the data. The reporting analyst's responsibilities typically include:

- Participating in CSI meetings and SLM meetings to ensure the validity of the reporting metrics, notification thresholds and overall solution
- Responsibility for consolidating data from multiple sources
- Responsibility for producing trends and providing feedback on the trends such as whether the trends are positive or negative, what their impact is likely to be, and if they are predictable for the future
- Responsibility for producing reports on service or system performance based on the negotiated OLAs and SLAs and improvement initiatives.

The reporting analyst's key skills and competencies typically include:

- Good understanding of statistical and analytical principles and processes
- Strong technical foundation in the reporting tool(s)
- Good communication skills
- Good technical understanding and an ability to translate technical requirements and specifications into easily understood reporting requirements.

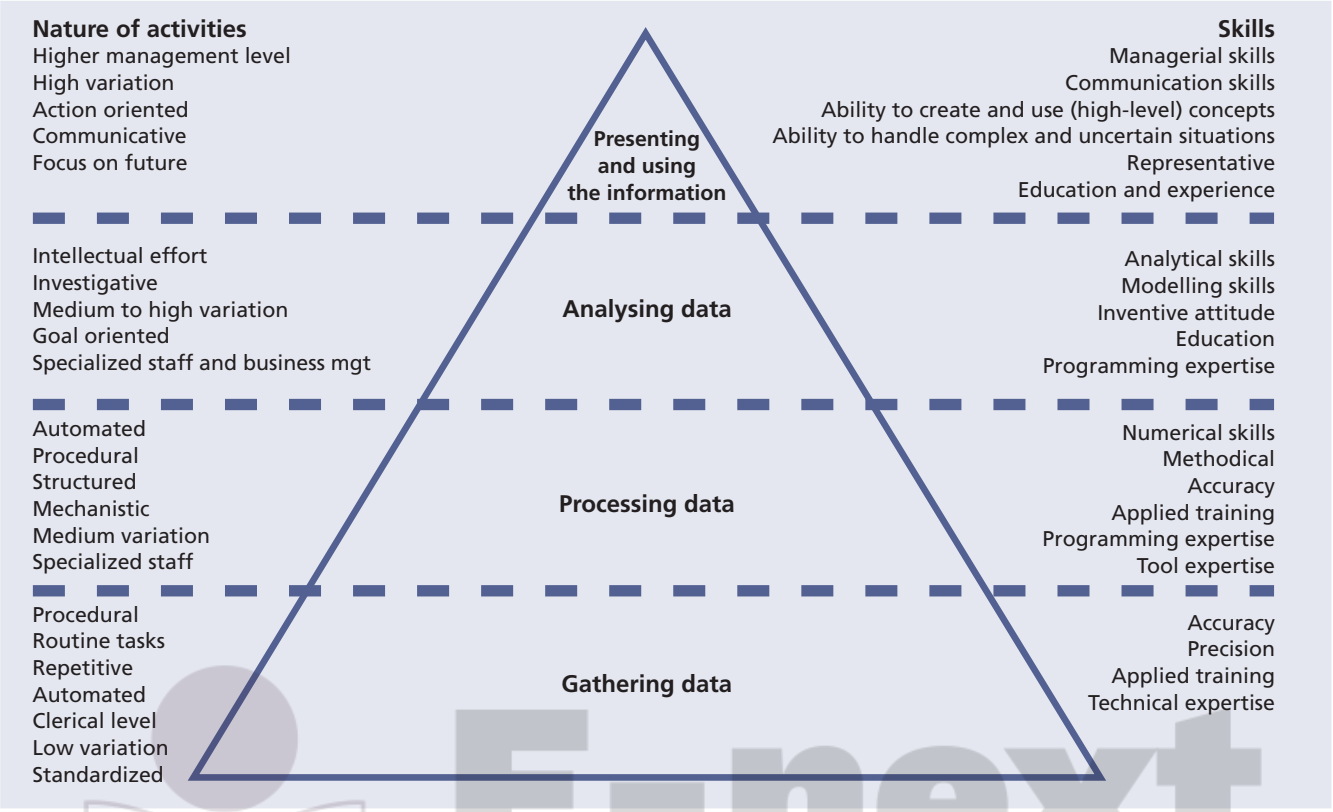

Figure 6.1 Activities and skill levels needed for continual service improvement

6.3.6.4 Other roles involved in the seven-step improvement process

In addition to the specific roles and activities described above, many activities of the seven-step improvement process take place in other processes and functions throughout the service lifecycle. CSI will only be successful if the required activities are clearly identified and assigned to appropriate roles.

Figure 6.1 lists the nature of many of these activities and the skills required to perform them.

Note: Figure 6.1 covers steps 3 to 6 of the seven-step improvement process covered in full in Chapter 4. The following section expands on this by detailing each step in the seven-step improvement process and highlighting related activities.

Step 1 – Identify the strategy for improvement

Roles: individuals involved with strategic decision-making on the vision for the business and how IT enables that vision to succeed; individuals who will be looking at strategic, technical and operational goals.

Examples: strategy manager, service owner, service level manager, CSI manager, customers, senior business managers, business/IT analysts and senior IT managers (see Table 6.1).

Step 2 – Define what you will measure

Roles: individuals involved with decision-making from IT and the business who understand the internal and external factors that influence the necessary elements that should be measured to support the business, governance and, possibly, regulatory legislation; individuals involved with providing the service (internal and external providers) who understand the capabilities of the measuring processes, procedures, tools and staff.

Examples: service owner, service level manager, CSI manager, process owner, process managers, customers, business/IT analysts, senior IT managers, and internal and external providers (see Table 6.2)

Step 3 – Gather the data

Roles: individuals involved in day-to-day process activities within the lifecycle stages, in particular in the operational aspects of the processes where the results of many of the processes can be collected.

Examples: service desk staff, technical management staff, application management staff, IT security staff and many more (see Table 6.3).

Table 6.1 Skills involved in Step 1 – Identify the strategy for improvement

Nature of activities	Skills
Senior management	Ability to create a high level vision and strategy
High variation	Communication
Action-oriented	Ability to create, use high-level concepts
Communicative	Ability to handle complex/uncertain situations
Focused on future	Ability to set longer-term goals

Table 6.2 Skills involved in Step 2 – Define what you will measure

Nature of activities	Skills
Senior management	Managerial
High variation	Communication
Action-oriented	Ability to create, use (high-level) concepts
Communicative	Ability to handle complex/uncertain situations
Intellectual effort	Analytical
Investigative	Modelling
Medium to high variation	Inventive attitude

Table 6.3 Skills involved in Step 3 – Gather the data

Nature of activities	Skills
Procedural	Accuracy
Routine	Precision
Repetitive	Meticulous nature
Automated	Technical ability
Clerical	Ability to document

Table 6.4 Skills involved in Step 4 – Process the data

Nature of activities	Skills
Automated	Numerical
Procedural	Methodical
Structural	Accuracy
Mechanistic	Meticulous nature
Medium variation	Programming skills
Specialized	Tool and technical skills and experience

Step 4 – Process the data

Roles: individuals involved in day-to-day process activities within the lifecycle stages.

Examples: service desk staff, technical management staff, application management staff and IT security staff (see Table 6.4).

Step 5 – Analyse the information and data

Roles: individuals involved with providing the service (internal and external providers) who understand the capabilities of the measuring services, processes, procedures, tools and staff.

Examples: service owner, process owner, process managers, business/IT analysts, senior IT analysts, supervisors and team leaders (see Table 6.5).

Table 6.5 Skills involved in Step 5 – Analyse the information and data

Nature of activities	Skills
Intellectual	Analytical
Investigative	Modelling
Medium to high variation	Inventive attitude
Goal-oriented	Ambitious
Specialized and business management	Programming skills

Table 6.6 Skills involved in Step 6 – Present and use the information

Nature of activities	Skills
Higher management	Managerial
High variation	Communication
Action-oriented	Ability to create, use (high-level) concepts
Communicative	Ability to handle complex/uncertain situations
Focused on future	Ambitious

Table 6.7 Skills involved in Step 7 – Implement improvement

Nature of activities	Skills
Intellectual effort	Analytical
Investigative	Modelling
Medium to high variation	Inventive attitude
Goal-oriented	Ambitious
Specialized staff and business management	Programming skills

Step 6 – Present and use the information

Roles: individuals involved with providing the service (internal and external providers) who understand the capabilities of the service and the underpinning processes, and possess good communication skills; key personnel involved with decision-making from IT and the business.

Examples: CSI manager, service owner, service level manager, process owner, process managers, customers, business/IT analysts, senior IT managers, internal and external providers (see Table 6.6).

Step 7 – Implement improvement

Roles: individuals involved with providing the service (internal and external providers).

Examples: CSI manager, service owner, service level manager, process owner, process managers, customers, business/IT analysts, senior IT managers, and internal and external providers (see Table 6.7).

6.3.7 Business relationship manager

The objective of business relationship management is to establish and maintain a good relationship between the service provider and the customer based on understanding the customer and their business drivers. The customer's business drivers could require changes in SLAs and thus become input into service improvement opportunities. Service strategy provides more detail on business relationship management and the role of business relationship managers.

Business relationship managers work closely with service level managers, service owners and the CSI manager to deliver high quality services. Their roles are compared in Table 6.8.

Table 6.8 Comparison of CSI manager, service level manager, service owner and business relationship manager roles

	CSI manager	Service level manager	Service owner	Business relationship manager
Focus				
IT services	S	P	P	P
IT systems	S		P	
Processes	P	S	S	S
Customers	S	P	S	P
Technology	P	S	P	
Responsibilities				
Developing and maintaining the catalogue of existing services		P	S	P
Developing and maintaining OLAs		P	S	
Gathering service level requirements (SLRs) from the customer	S	P	S	P
Negotiating and maintaining SLAs with the customer	S	P	S	S
Understanding underpinning contracts (UCs) as they relate to OLAs and SLAs	S	P	S	S
Ensuring appropriate service level monitoring is in place	P	P	S	
Producing, reviewing and evaluating reports on service performance and achievements regularly	P	P	P	P
Conducting regular meetings with the customer to discuss service level performance and improvement	S	P	S	S
Conducting yearly SLA review meetings with the customer	S	P	S	S
Ensuring customer satisfaction with the use of a customer satisfaction survey	S	P	S	P
Initiating appropriate actions to improve service levels through service improvement plans (SIPs)	P	P	P	P
Negotiating and agreeing OLAs and SLAs	S	P	S	S
Ensuring the management of UCs as they relate to OLAs and SLAs	S	S	S	
Working with the service level manager to provide services to meet the customer's requirements	P		P	P
Appropriate monitoring of services or systems	P	P	S	
Producing, reviewing and evaluating reports on service or system performance and achievement to the service level manager and the service level process manager	P	P	P	S
Assisting in appropriate actions to improve service levels (SIP)	P	P	P	P

Table continues

Table 6.8 ***continued***

	CSI manager	Service level manager	Service owner	Business relationship manager
Skills, knowledge and competencies				
Relationship management skills	P	P	P	P
A good understanding of IT services and qualifying factors in order to understand how customer requirements will affect delivery	P	P	P	P
An understanding of the customer's business and how IT contributes to the delivery of that product or service	P	P	P	P
Good communication skills	P	P	P	P
Good negotiation skills	P	P	P	P
Knowledge and experience of contract and/or supplier management roles	S	P	S	S
Good people management and meeting facilitating skills	P	P	P	P
Good understanding of statistical and analytical principles and processes	P	S	S	S
Good presentation skills	P	P	P	P
Good technical understanding and an ability to translate technical requirements and specifications into easily understood business concepts and vice versa	S	P	S	S
Innovative in respect of service quality and ways in which it can be improved within the bounds of the organization's limits (resource, budgetary, legal etc.)	P	P	P	P
Good organizational and planning skills	P	P	P	P
Good vendor management skills	S	S	S	S

P = primary responsibility; S = secondary responsibility; Blank = no specific responsibility

6.4 CUSTOMER ENGAGEMENT

A number of roles have been discussed in this chapter and they embody the concepts of a service-oriented organization. When running a more traditional IT organization focusing on technical excellence, these roles may seem extraneous, but to run a forward-thinking, service-oriented IT partner to the business, these roles are crucial. Improvement will not happen by itself. It requires a structured programme and mature processes. Those in the key roles shown in Figure 6.2 are responsible for that programme.

6.5 RESPONSIBILITY MODEL – RACI

Clear definitions of accountability and responsibility are essential for effective service management. To help with this task the RACI model or 'authority matrix' is often used within organizations to define the roles and responsibilities in relation to processes and activities. The RACI matrix provides a compact, concise, easy method of tracking who does what in each process and it enables decisions to be made with pace and confidence.

RACI is an acronym for the four main roles of being:

- **Responsible** The person or people responsible for correct execution – for getting the job done
- **Accountable** The person who has ownership of quality and the end result. Only one person can be accountable for each task
- **Consulted** The people who are consulted and whose opinions are sought. They have

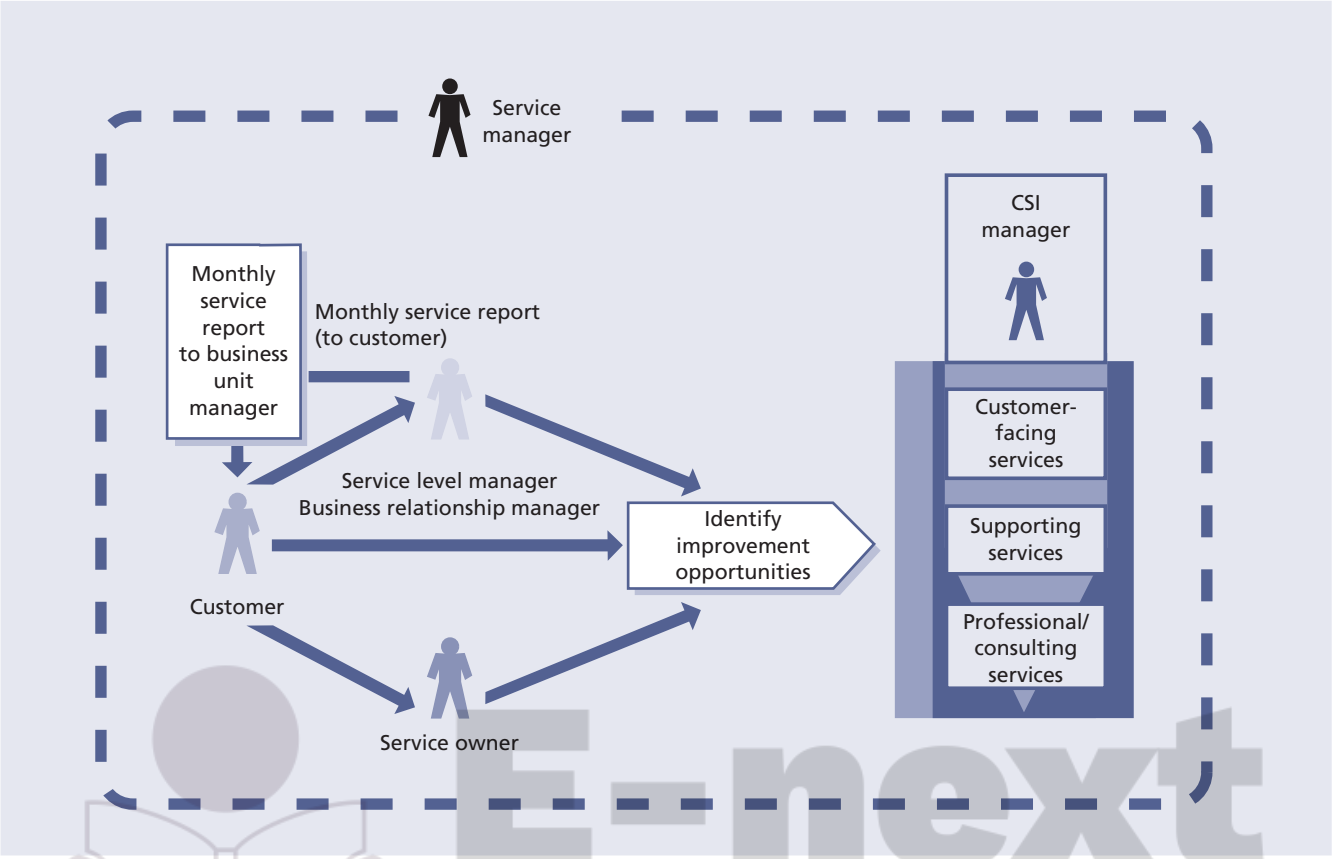

Figure 6.2 Service management roles and customer engagement

involvement through input of knowledge and information

- **Informed** The people who are kept up to date on progress. They receive information about process execution and quality.

When using RACI, there is only one person accountable for an activity for a defined scope of applicability. Several people may be responsible for executing parts of the activity. In this model, accountable means end-to-end accountability for the process. Accountability should remain with the same person for all activities of a process.

The RACI chart in Table 6.9 shows the structure and power of RACI modelling. The rows represent a number of required activities and the columns identify the people who make the decisions, carry out the activities or provide input.

Whether RACI or some other tool or model is used, the important thing is to not just leave the assignment of responsibilities to chance or leave it to the last minute to decide. For example, if there is a transfer of a service from one service provider to another, RACI models should be designed in the service design lifecycle stage, and tested and deployed in service transition. In service operation, people assigned to specific roles will perform the activities in the RACI matrix.

Further details on the RACI matrix are described in Chapter 3 of *ITIL Service Design*.

6.6 COMPETENCE AND TRAINING

6.6.1 Competence and skills for service management

Delivering service successfully depends on personnel involved in service management having the appropriate education, training, skills and experience. People need to understand their role and how they contribute to the overall organization, services and processes to be effective and motivated. As changes are made, job requirements, roles, responsibilities and competencies should be updated if necessary.

Each service lifecycle stage depends on appropriate skills and experience of people and their knowledge to make key decisions. In

Table 6.9 An example of a simple RACI matrix

	Director service management	Service level manager	Problem manager	Security manager	Procurement manager
Activity 1	AR	C	I	I	C
Activity 2	A	R	C	C	C
Activity 3	I	A	R	I	C
Activity 4	I	A	R	I	
Activity 5	I	R	A	C	I

many organizations, personnel will deliver tasks appropriate to more than one lifecycle stage. They may well find themselves allocated (fully or partially) from operational tasks to support a design exercise and then follow that service through service transition. They may then, via early life support activities, move into support of the new or changed services that they have been involved in designing and implementing into the live environment.

The specific roles within ITIL service management all require specific skills, attributes and competences from the people involved to enable them to work effectively and efficiently. However, whatever the role, it is imperative that the person carrying out that role has the following attributes:

- Awareness of the business priorities, objectives and business drivers
- Awareness of the role IT plays in enabling the business objectives to be met
- Customer service skills
- Awareness of what IT can deliver to the business, including latest capabilities
- The competence, knowledge and information necessary to complete their role
- The ability to use, understand and interpret the best practice, policies and procedures to ensure adherence.

The following are examples of attributes required in many of the roles, dependent on the organization and the specific roles assigned:

- Management skills – both from a person management perspective and from the overall control of process
- Ability to handle meetings – organizing, chairing and documenting meetings and ensuring that actions are followed up
- Communication skills – an important element of all roles is raising awareness of the processes in place to ensure buy-in and conformance. An ability to communicate at all levels within the organization will be imperative
- Articulateness – both written (e.g. for reports) and verbal
- Negotiation skills – required for several aspects, such as procurement and contracts
- An analytical mind – to analyse metrics produced from the activity.

Many people working in service management are involved with continual service improvement. *ITIL Continual Service Improvement* provides specific guidance on the skill levels needed for CSI activities.

6.6.2 Competence and skills framework

Standardizing job titles, functions, roles and responsibilities can simplify service management and human resource management. Many service providers use a common framework of reference for competence and skills to support activities such as skill audits, planning future skill requirements, organizational development programmes and resource allocation. For example, resource and cost models are simpler and easier to use if jobs and roles are standard.

The Skills Framework for the Information Age (SFIA) is an example of a common reference model for the identification of the skills needed to develop effective IT services, information systems and technology. SFIA defines seven generic levels at which tasks can be performed with the associated professional skills required for each level. A second dimension defines core competencies that can be combined with the professional skills. SFIA is used by many IT service providers to identify career development opportunities.

More information on SFIA can be found at www.sfia.org.uk

6.6.3 Training

Training in service management helps service providers to build and maintain their service management capability. Training needs must be matched to the requirements for competence and professional development.

The official ITIL qualification scheme enables organizations to develop the competence of their personnel through approved training courses. The courses help students to gain knowledge of ITIL best practices, develop their competencies and gain a recognized qualification. The scheme has four levels:

- Foundation level
- Intermediate level
- ITIL Expert
- ITIL Master.

More information on ITIL qualifications can be found at www.itil-officialsite.com