Service management as a practice

HP University Linkages

What is a 'service'?

A 'service' is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks
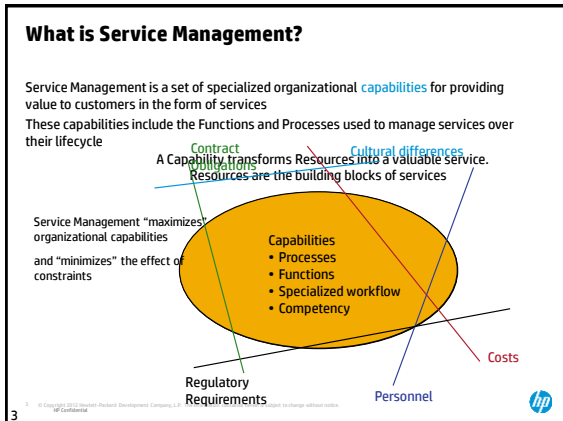
Outcomes are possible from the performance of tasks and are limited by the presence of certain constraints.

Examples of constraints:
- Make a ticket reservation online
- Online reservation is not available/slow due to heavy traffic load (many users accessing the system)
- Register students for classes
- Lack of people doing deliveries

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What is Service Management?

Service Management is a set of specialized organizational capabilities for providing value to customers in the form of services

These capabilities include the Functions and Processes used to manage services over their lifecycle

A Capability transforms Resources into a valuable service.
Resources are the building blocks of services

Service Management "maximizes" organizational capabilities

and "minimizes" the effect of constraints

Contract
Obligations
Cultural differences

Capabilities
- Processes
- Functions
- Specialized workflow
- Competency

Costs

Regulatory Requirements
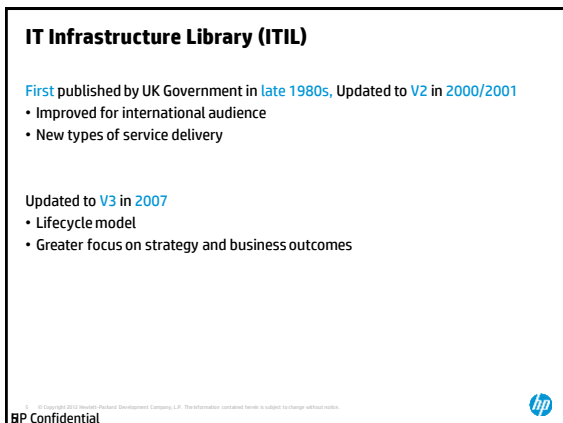
Personnel

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IT Infrastructure Library (ITIL)

Best practice for IT Service Management
- Proven 'Good practice' that is in wide industry use

Provides implementation detail to support other industry frameworks and standards. For example
- COBIT
- ISO/IEC 20000

IT Infrastructure Library (ITIL)

First published by UK Government in late 1980s, Updated to V2 in 2000/2001
- Improved for international audience
- New types of service delivery

Updated to V3 in 2007
- Lifecycle model
- Greater focus on strategy and business outcomes

Functions, Roles and Processes (1 of 2)

Function
- A team or group of people and the tools they use to carry out one or more processes or activities

Role
- A set of responsibilities, activities and authorities granted to a person or team

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Functions, Roles and Processes (2 of 2)

Process
- A set of activities designed to accomplish a specific objective. A process takes defined inputs and turns them into defined outputs. A process may include roles, responsibilities, tools and management controls required to deliver the outputs
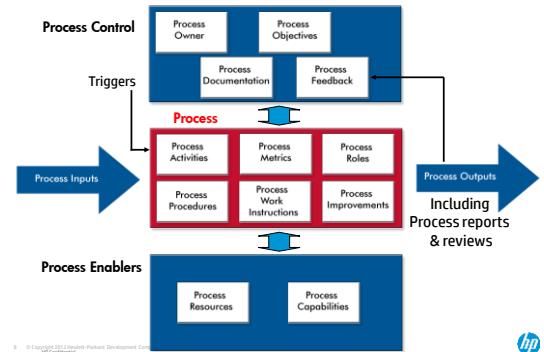
Examples:
- Restoring service – Incident Mgmt
- Problem solving – Problem Mgmt
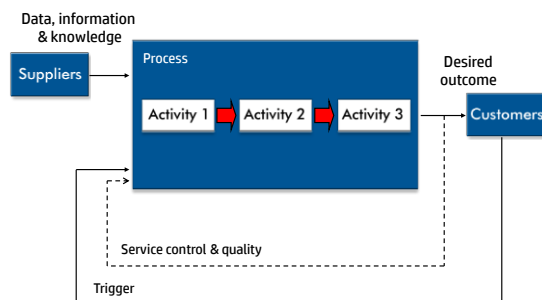- Managing changes – Change Mgmt
- Releasing software – Release Mgmt

A Process Model

Process Control
- Process Owner
- Process Objectives
- Process Documentation
- Process Feedback

Triggers

Process

Process Inputs
- Process Activities
- Process Metrics
- Process Roles
- Process Procedures
- Process Work Instructions
- Process Improvements

Process Outputs
Including Process reports & reviews

Process Enablers
- Process Resources
- Process Capabilities

Characteristics of processes

Data, information & knowledge

Suppliers → Process

Activity 1 → Activity 2 → Activity 3 → Desired outcome → Customers

Service control & quality

Trigger

How to recognize a process

- It is measurable
- It delivers specific results
- Primary results are delivered to customers or stakeholders
- It responds to specific events

Services

What is a Service?
a. A business benefit facilitated by IT in support of a tactical goal
b. An intangible output supporting the availability, distribution and manipulation of information
c. A customer-funded deliverable designed to meet a commercial aspiration
d. A means of facilitating outcomes desired by customers

IT Service Management

What is Service Management?
a. A set of specialized organizational capabilities providing value to customers in the form of services
b. A set of books defining best practice techniques for managing services over their lifecycle
c. A set of resources for managing the IT infrastructure over its lifecycle
d. A functional model designed to vertically integrate and align IT capabilities

ITIL Terminology

What is the difference between a role and a function?

a. A role is singular (one person) while a function is plural (many people)

b. A function provides the resources and tools needed to execute processes and activities while a role defines responsibilities and authorities

c. A role can be performed by an individual or team while a function can only be performed by an individual

d. A function needs to be managed while a role does not

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