

Service Management Training Material

Service Operation

Global IS Shared Services

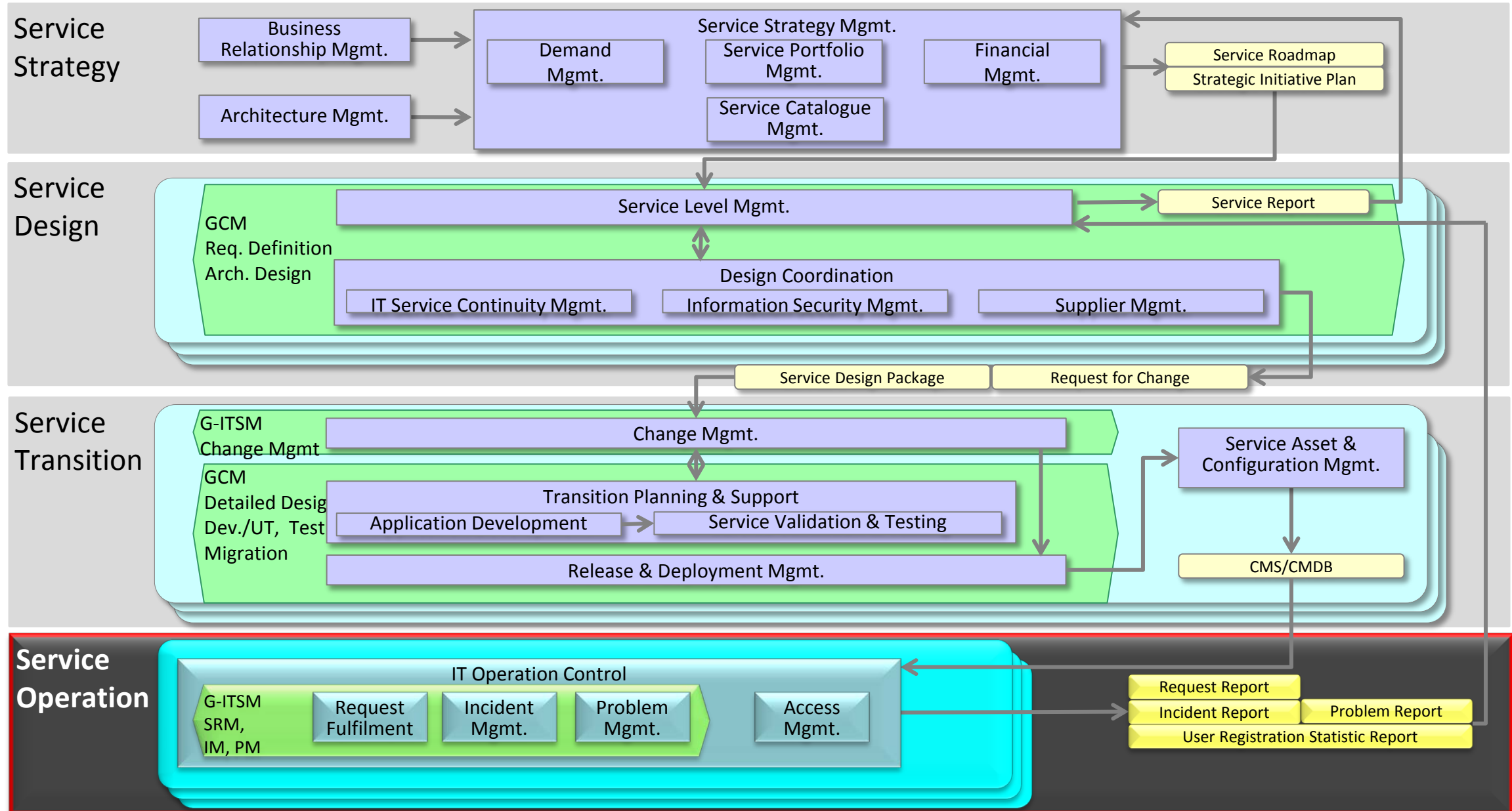
Contents

1. Service Operation Stage Map View
2. Service Operation Processes:
 1. IT Operation Control
 2. Request Fulfilment
 3. Incident Management
 4. Problem Management
 5. Access Management
3. Service Operation Roles
4. Service Operation Deliverables

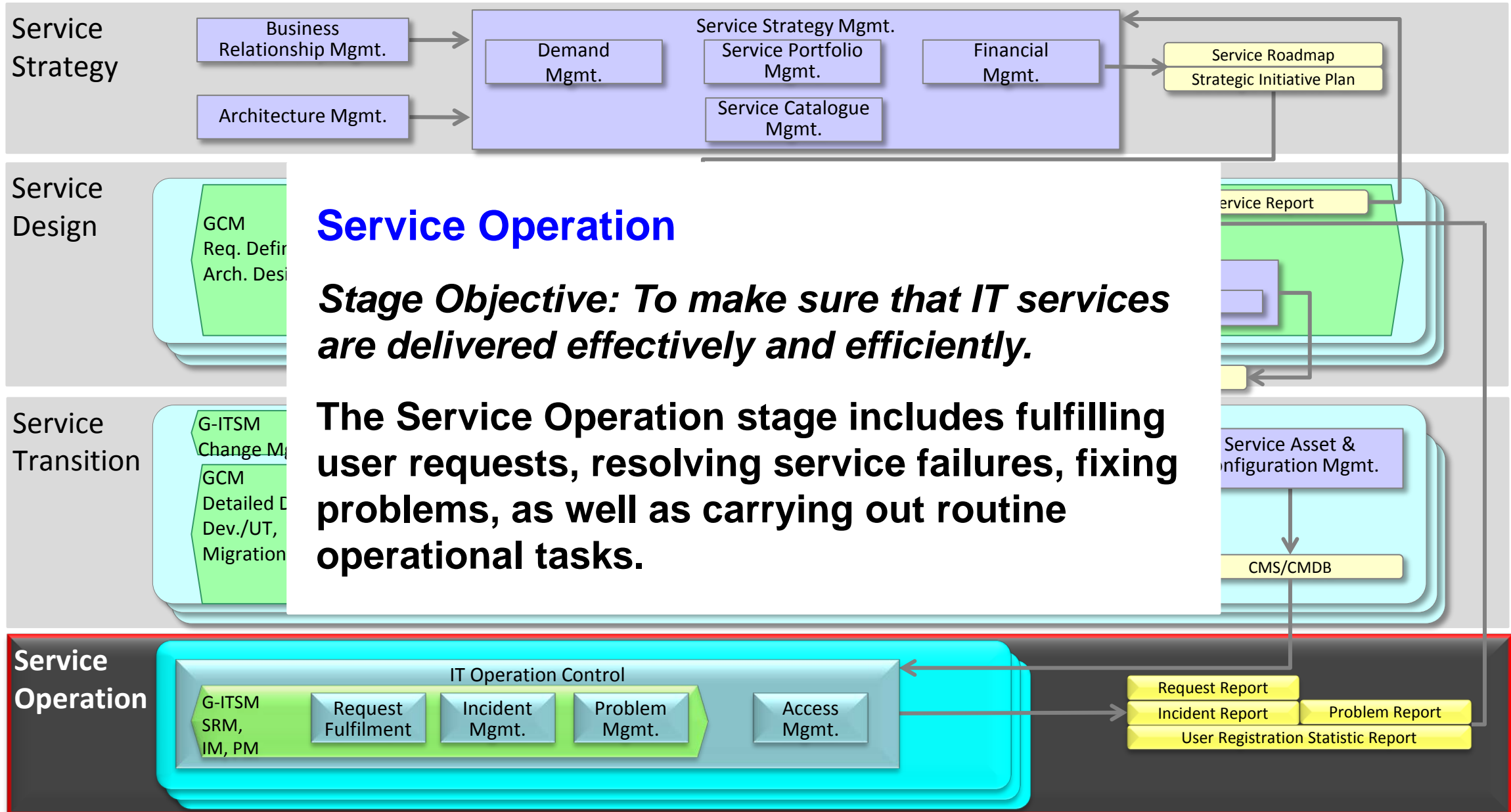
Service Operation Stage Map View

Service Management Map View

SONY



Service Management Map View



Service Operation Stage Map View

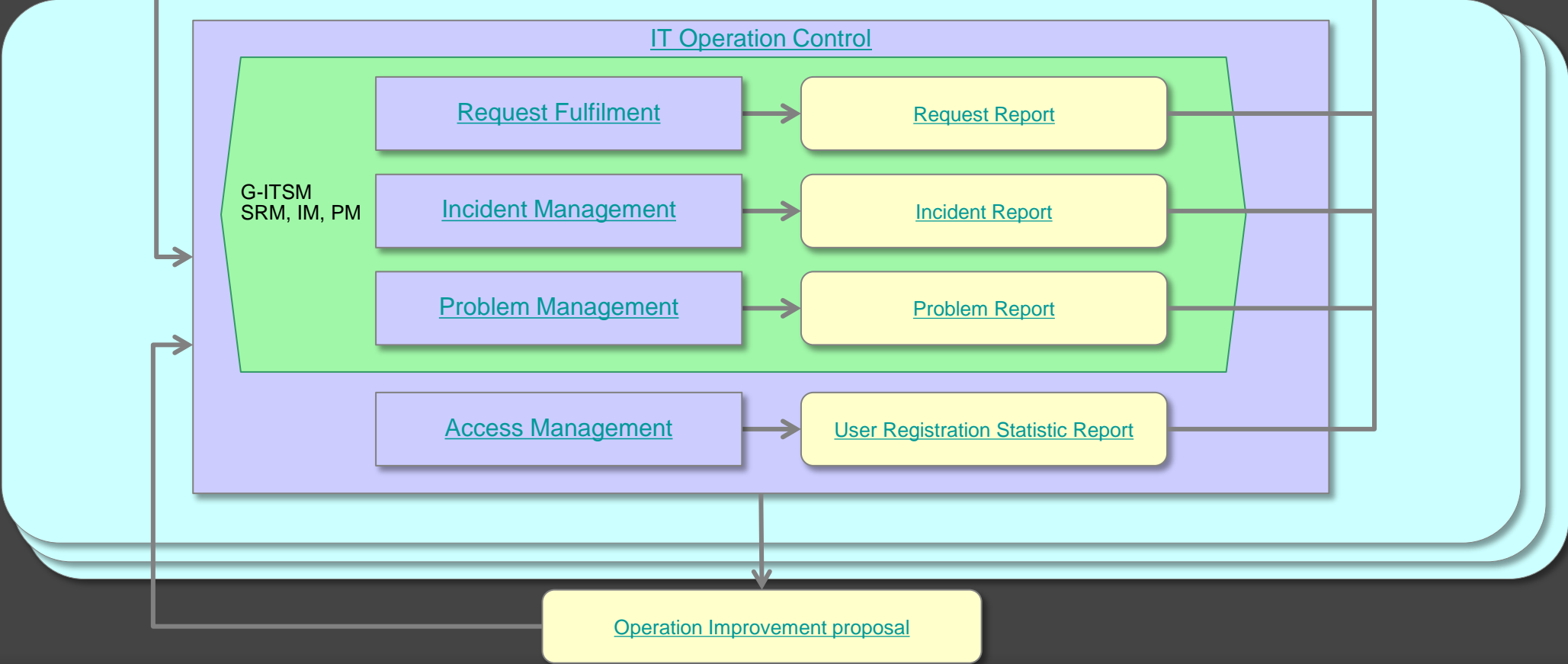
Service Design

Service Level Management

Service Transition

CMS/CMDB

Service Operation



Service Operation Stage Deliverables

Service Design

Service Level Management

Service Transition

CMS/CMDB

Service Operation

IT Operation Control

Request Fulfilment

Request Report

Incident Report

Problem Report

User Registration Statistic Report

The major output of **Service Operation Stage** are **Request Report, Incident Report, Problem Report, User Registration Statistic Report and Operation Improvement Proposal.**

Operation Improvement proposal

Service Operation Processes

IT Operation Control

Service Design

Service Transition

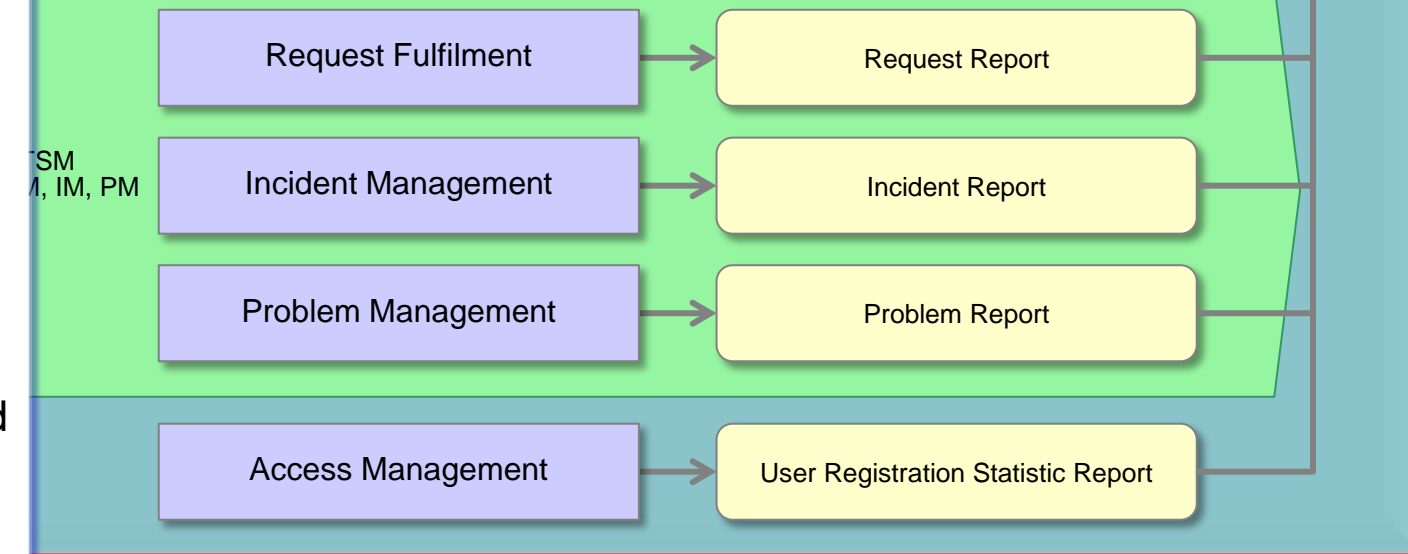
Service Operation

Service Level Management

IT Operation Control Process

To monitor and control the IT services and their underlying infrastructure. The process IT Operations Control executes day-to-day routine tasks related to the operation of infrastructure components and applications. This includes job scheduling, backup and restore activities, print and output management, and routine maintenance.

IT Operation Control



CMS/CMDB

Operation Improvement proposal

IT Operation Control

Service Design

Service Transition

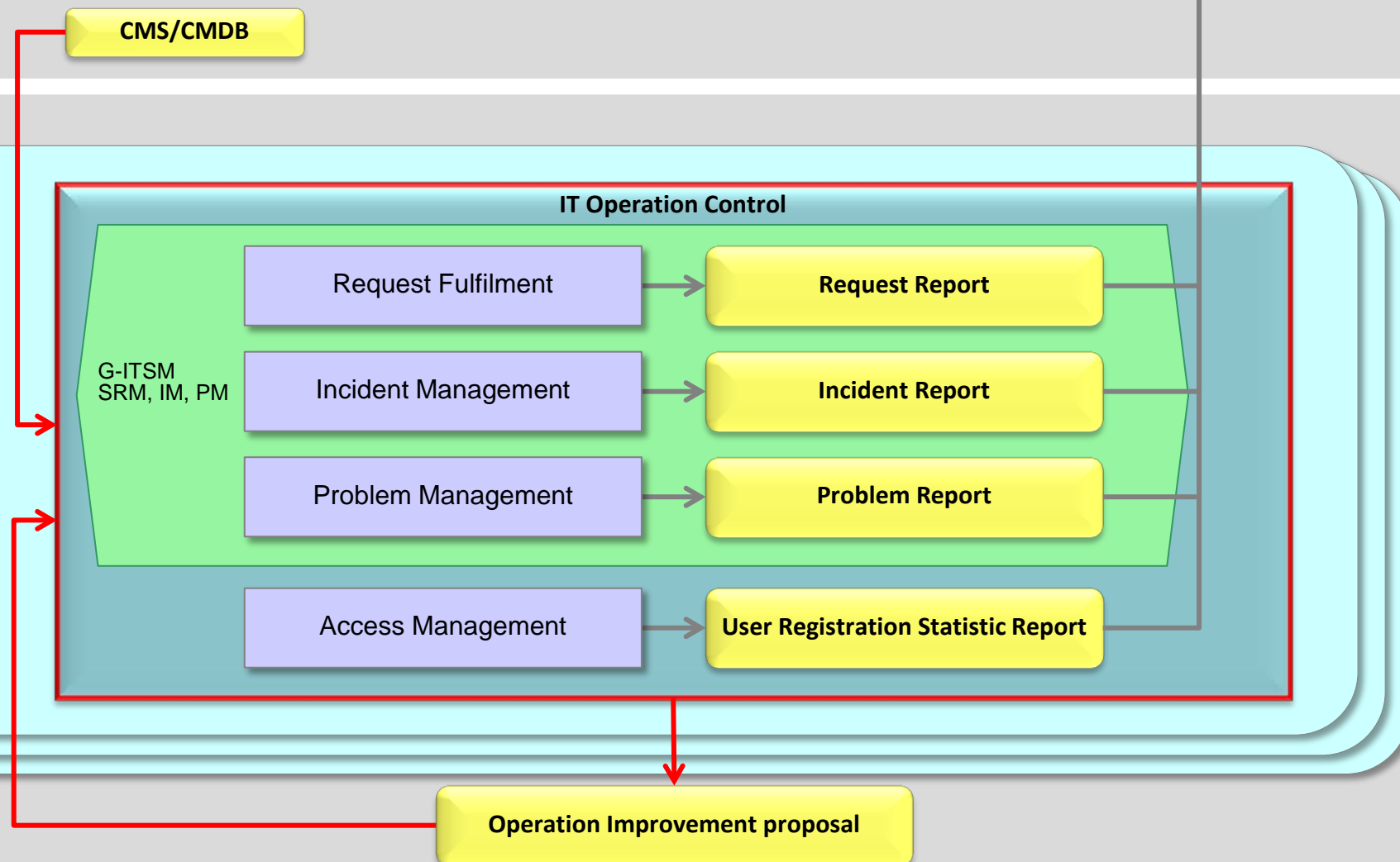
Service Operation

Service Level Management

IT Operation Control Process

Input:

- Configuration Management System/Configuration Management Database (CMS/CMDB)
- Request Report
- Incident Report
- Problem Report
- User Registration Statistic Report
- Operation Improvement Proposal



IT Operation Control

Service Design

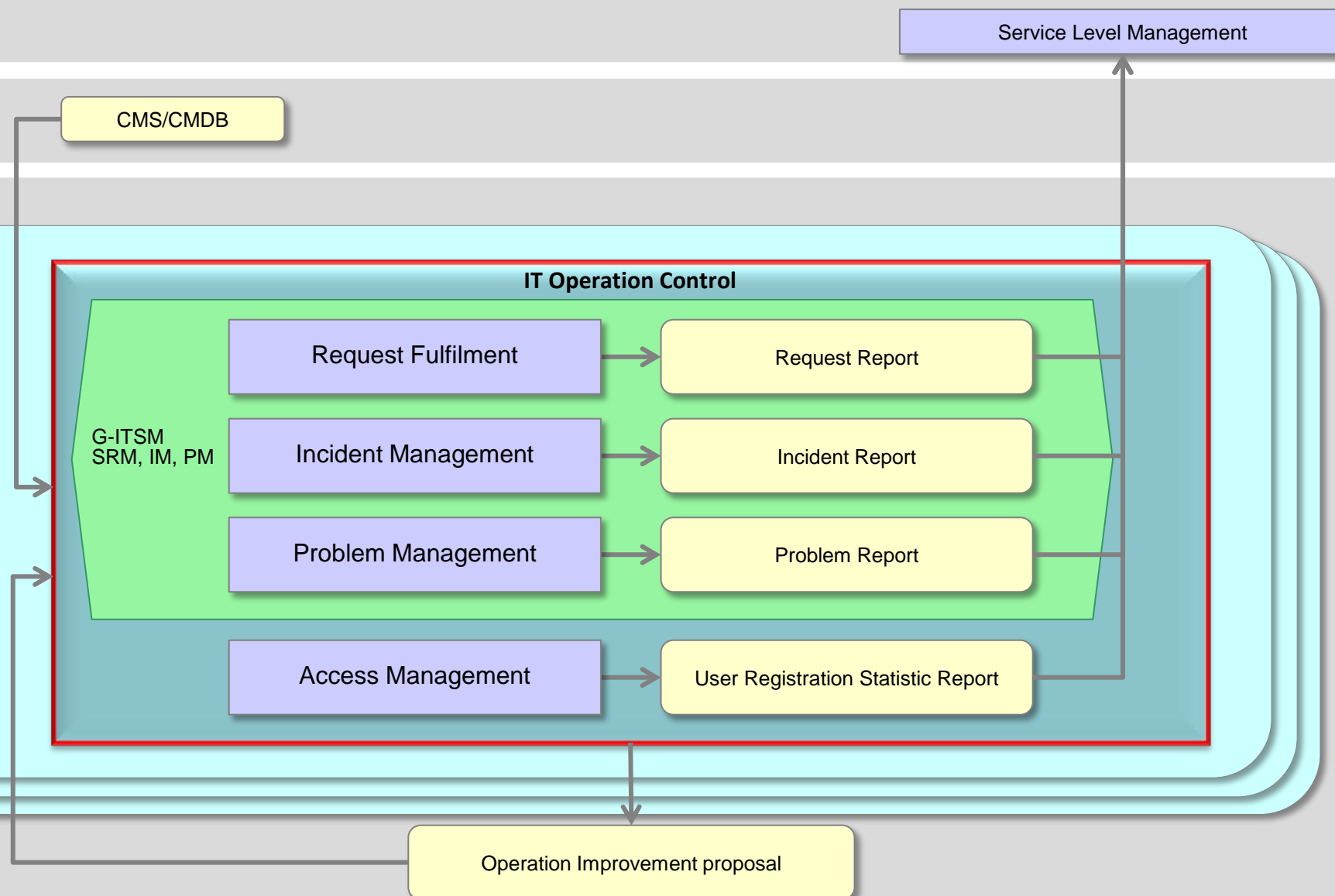
Service Transition

Service Operation

IT Operation Control Process

Activities:

- ❑ Day-to-day routine task related to the operation of infrastructure components and applications
- ❑ Day-to-day IT operation improvement

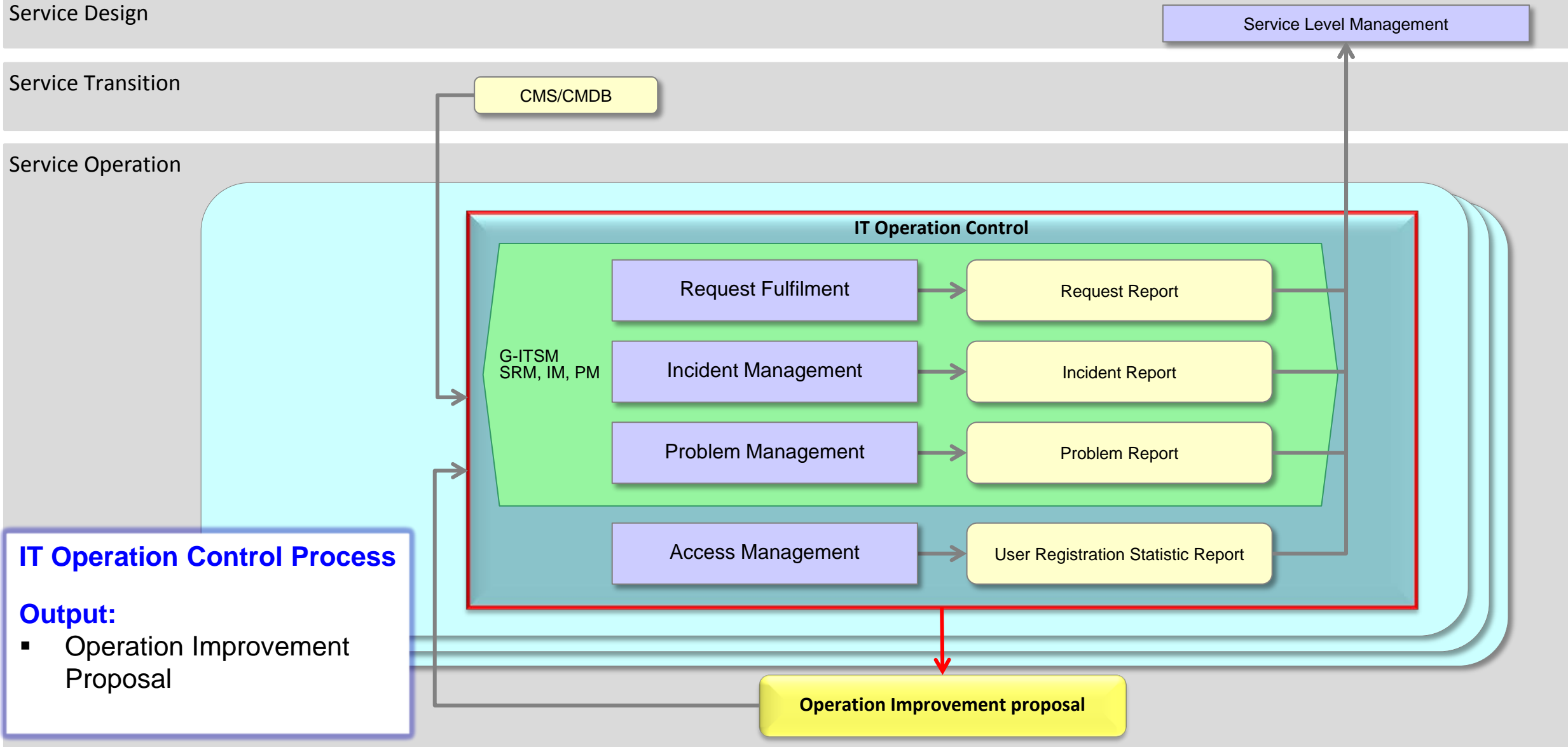


IT Operation Control

Service Design

Service Transition

Service Operation



Request Fulfilment

Service Design

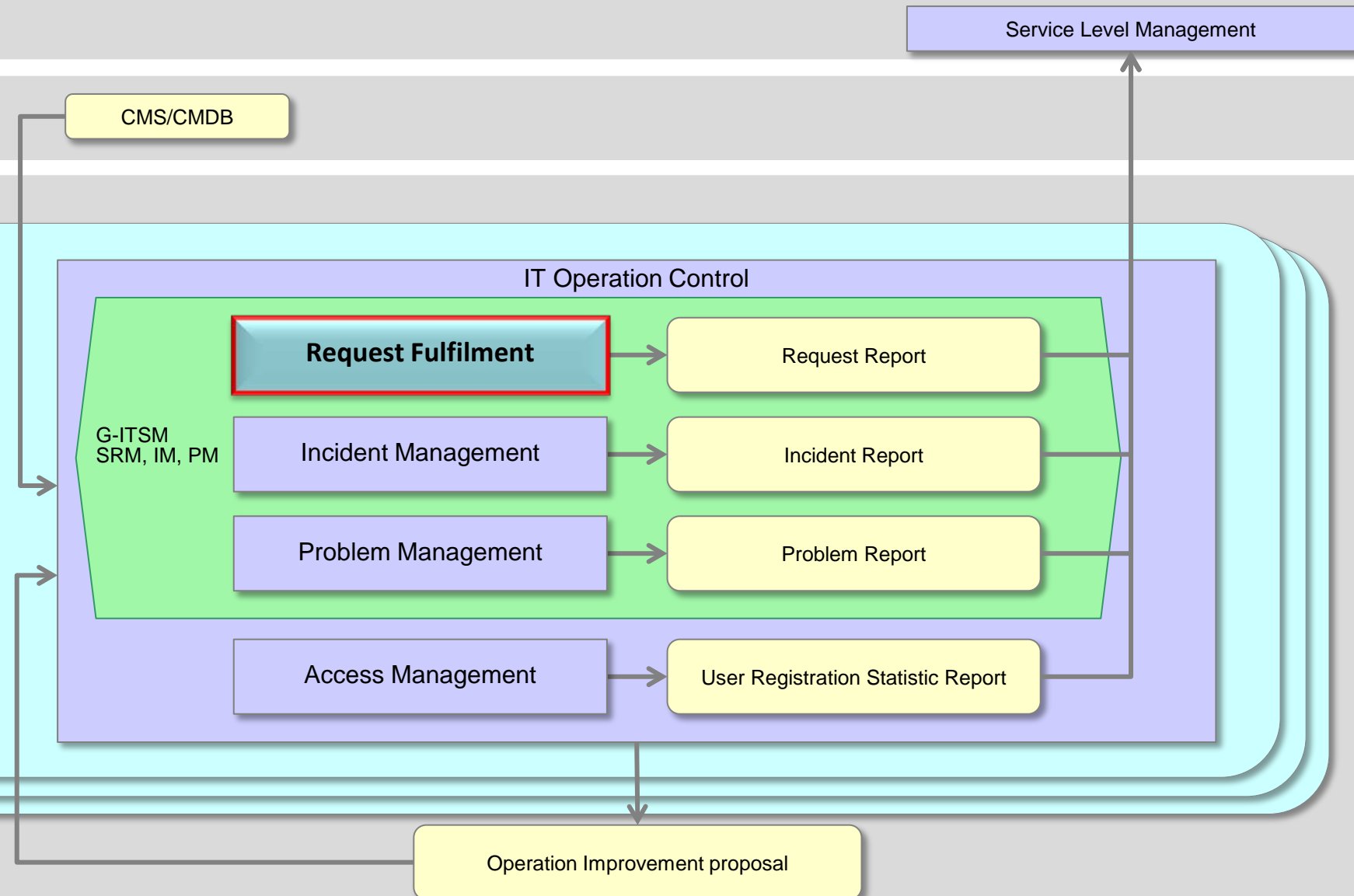
Service Transition

Service Operation

Request Fulfilment Process



To fulfill Service Requests, which in most cases are Minor (standard) Changes (example: requests to change a password) or requests for information.)



Request Fulfilment

Service Design

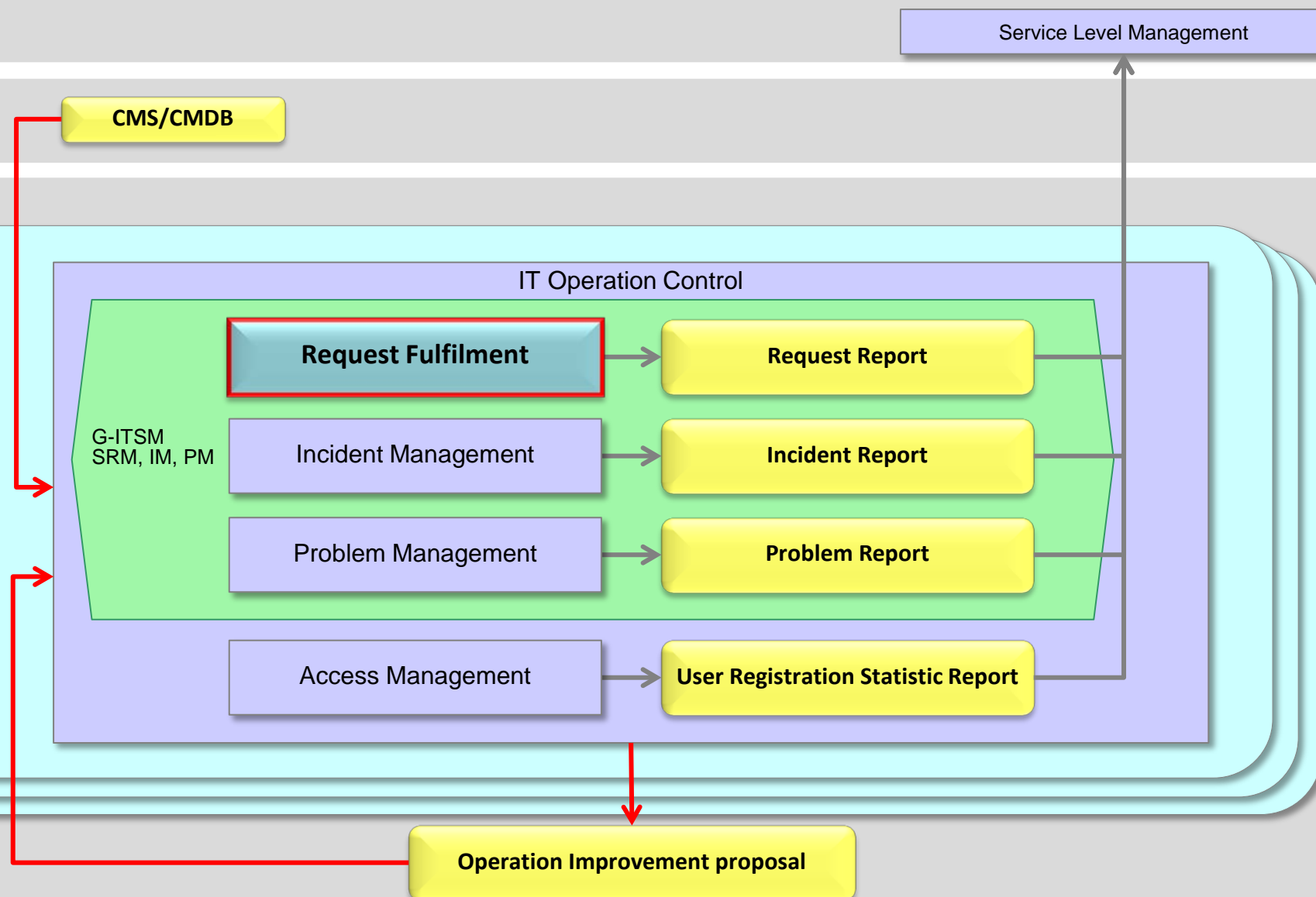
Service Transition

Service Operation

Request Fulfilment Process

Input:

- CMS/CMDB
- Request Report
- Incident Report
- Problem Report
- User Registration Statistic Report
- Operation Improvement Proposal
- Operational Service Request
- Service Request



Request Fulfilment

Service Design

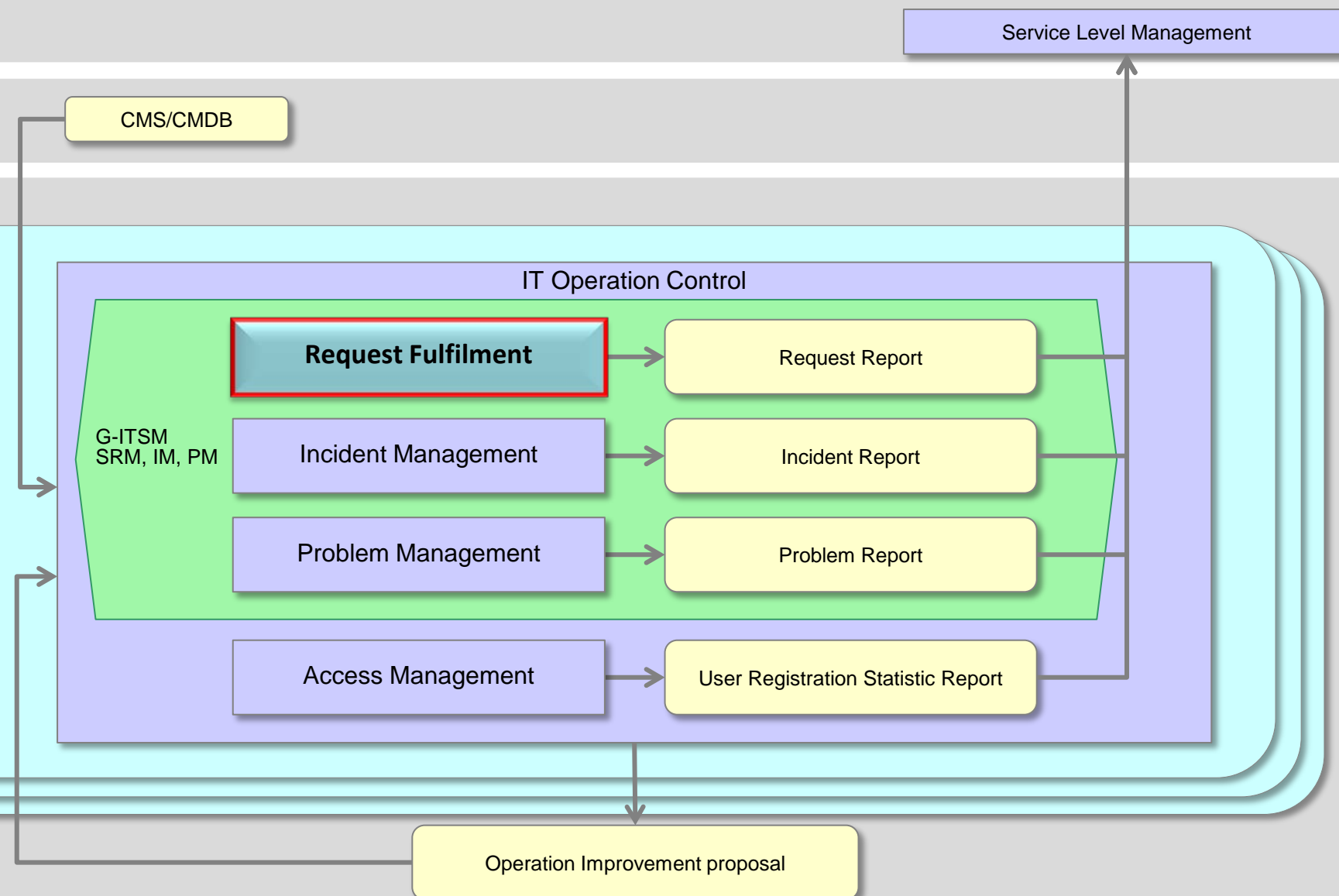
Service Transition

Service Operation

Request Fulfilment Process

Activities:

- ☐ Request fulfilment support
- ☐ Request logging and categorization
- ☐ Request model execution
- ☐ Request monitoring and escalation
- ☐ Request closure and evaluation



Request Fulfilment

Service Design

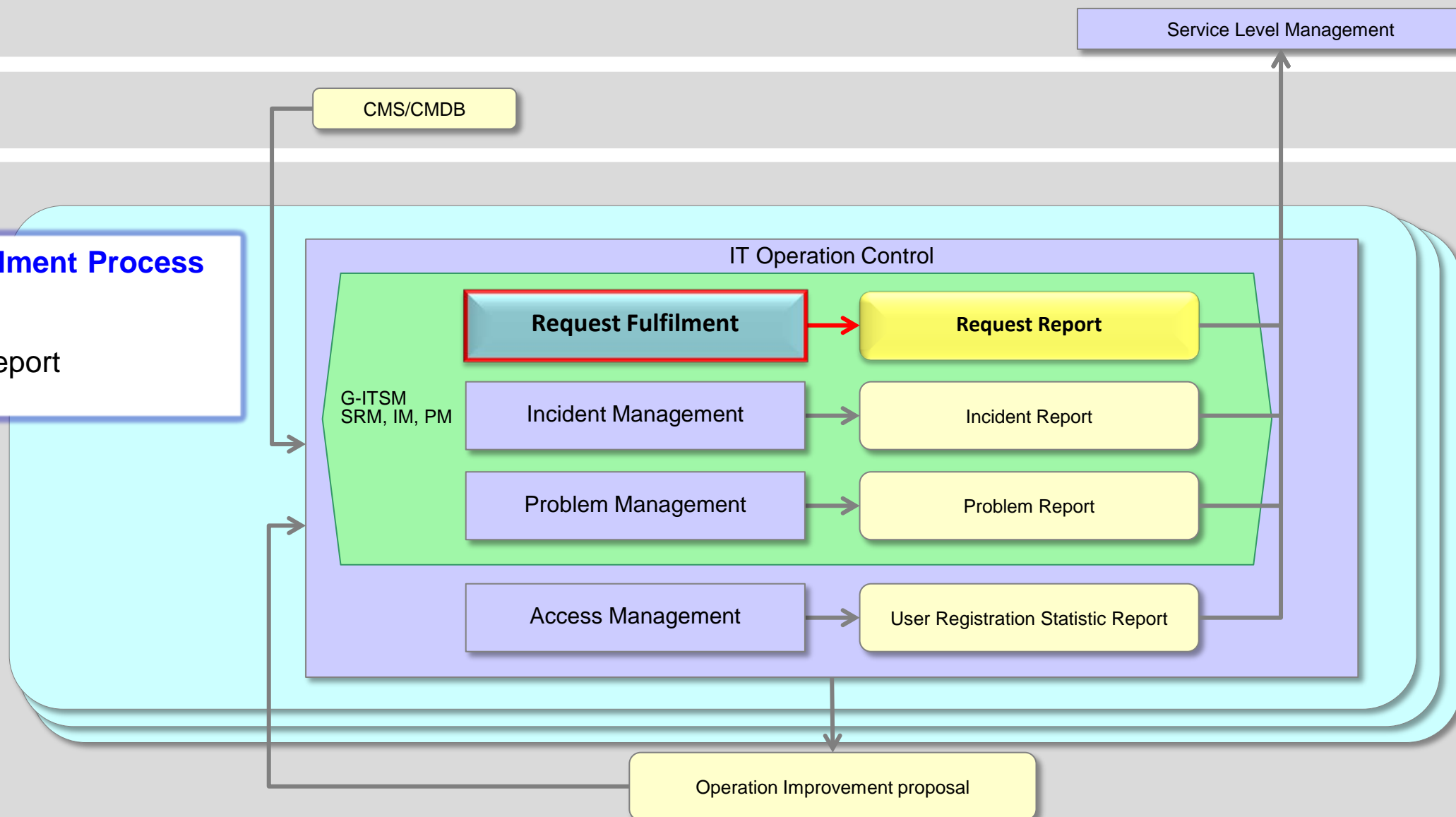
Service Transition

Service Operation

Request Fulfilment Process

Output:

- Request Report



Request Fulfilment

Service Design

Service Transition

Service Operation

Request Fulfilment Process

Methodology-related

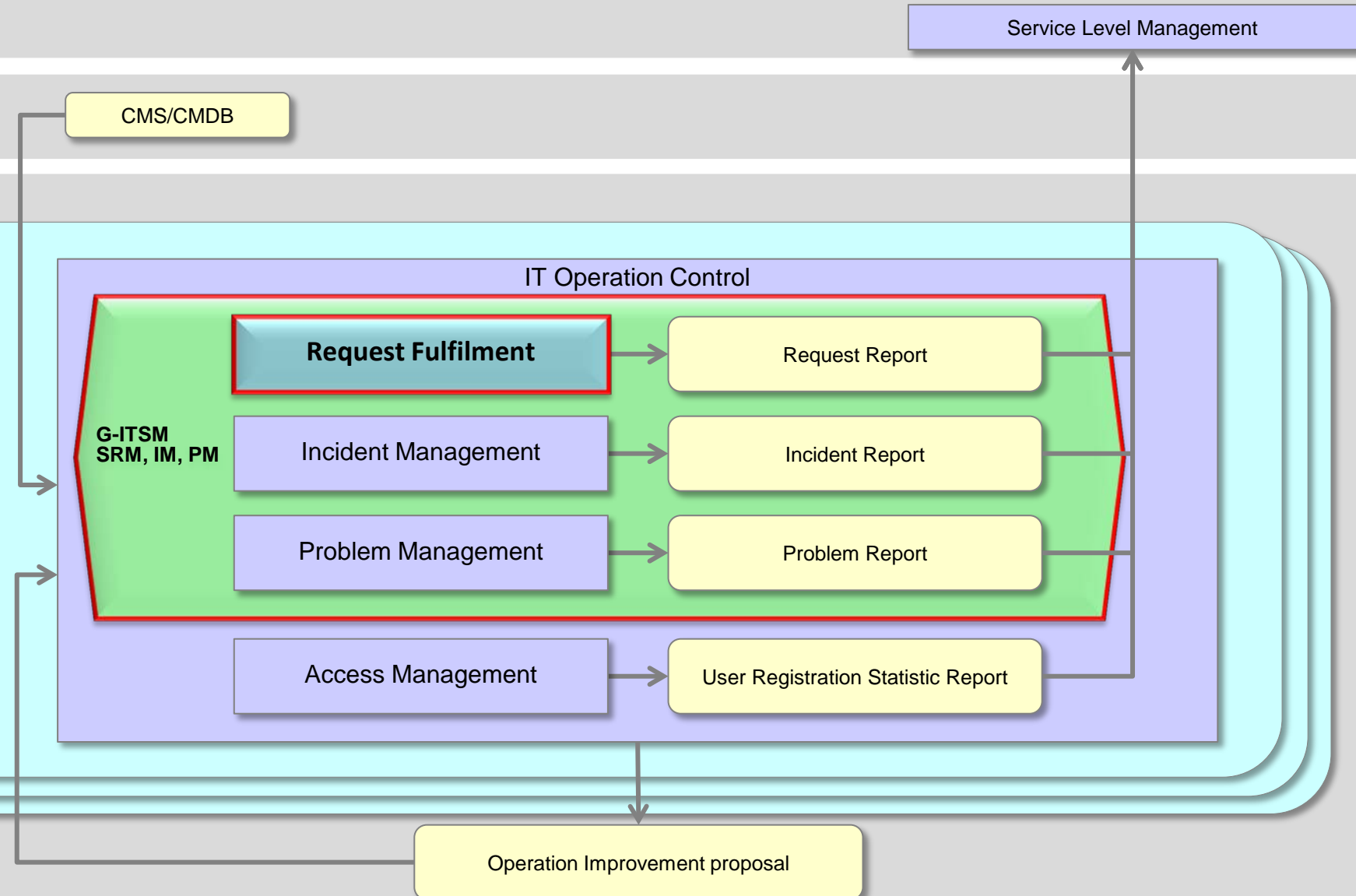
Refer to the following processes:

(GIS-ITSM)

- Request Fulfilment (*Service Request Management (SRM) Process of Global ITSM can be applied for this process*)

(SOMC-CIT)

- Request Fulfilment



Incident Management

Service Design

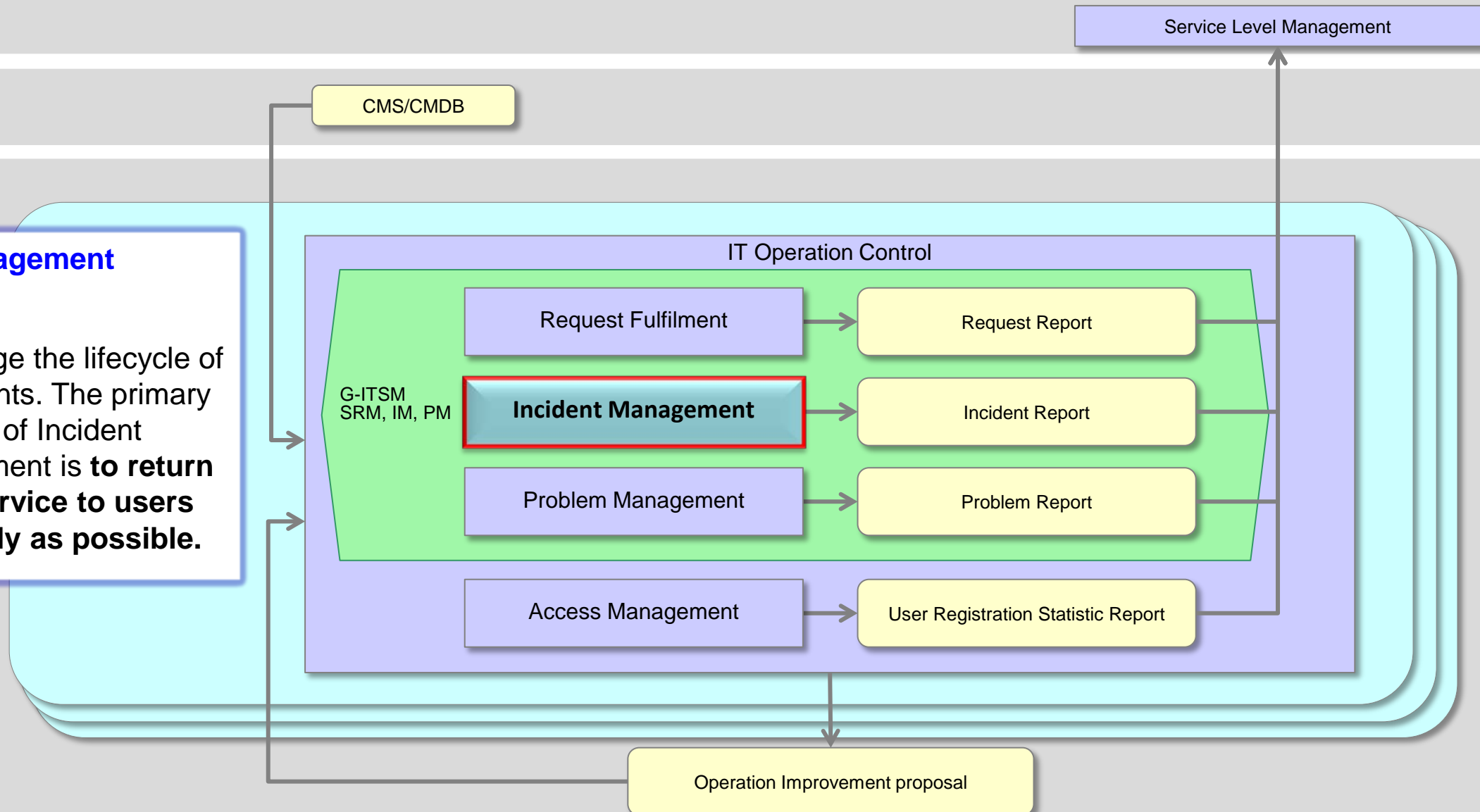
Service Transition

Service Operation

Incident Management Process



To manage the lifecycle of all Incidents. The primary objective of Incident Management is **to return the IT service to users as quickly as possible.**



Incident Management

Service Design

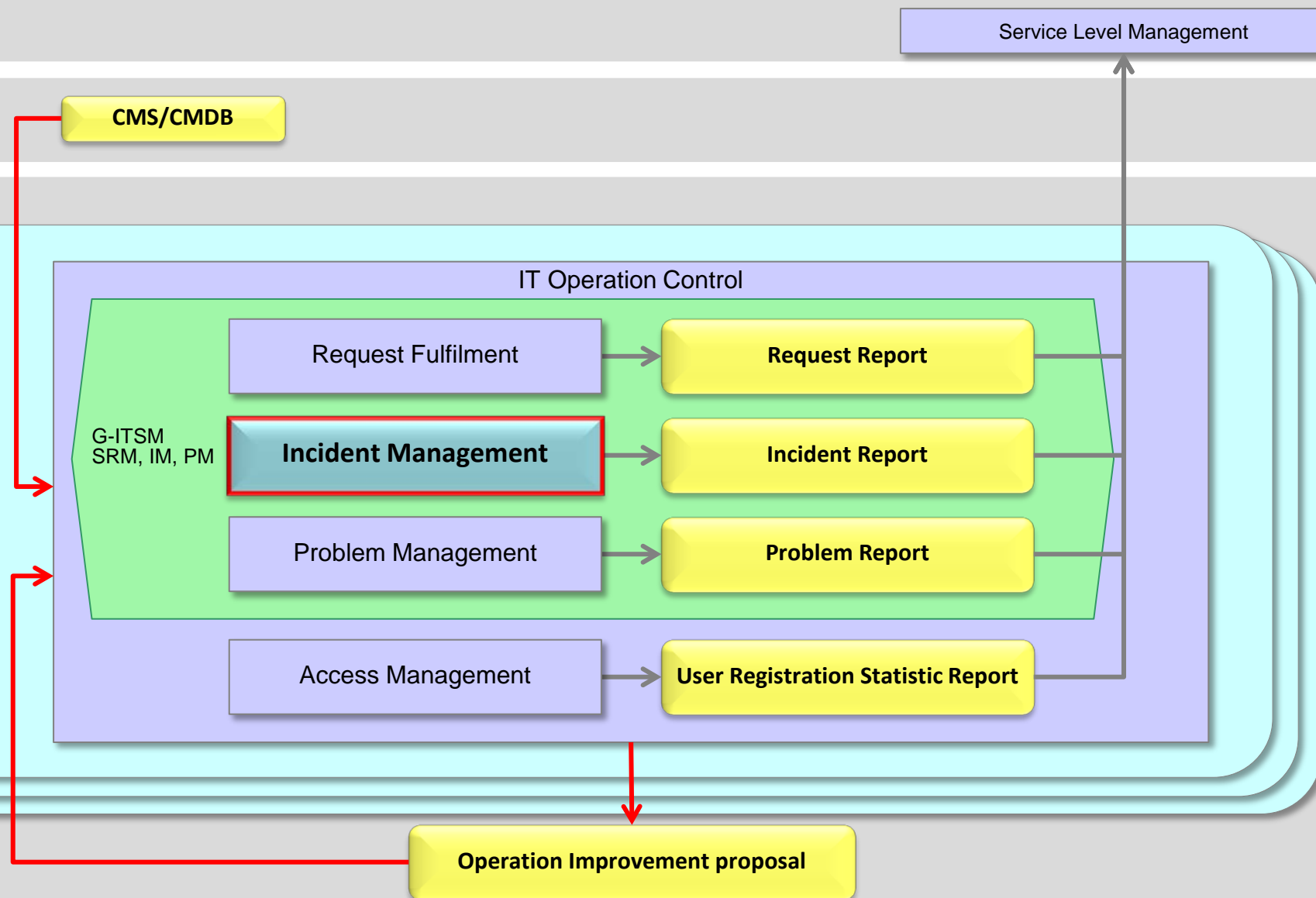
Service Transition

Service Operation

Incident Management Process

Input:

- CMS/CMDB
- Request Report
- Incident Report
- Problem Report
- User Registration Statistic Report
- Operation Improvement Proposal
- Incident





Incident Management

Service Design

Service Level Management

Service Transition

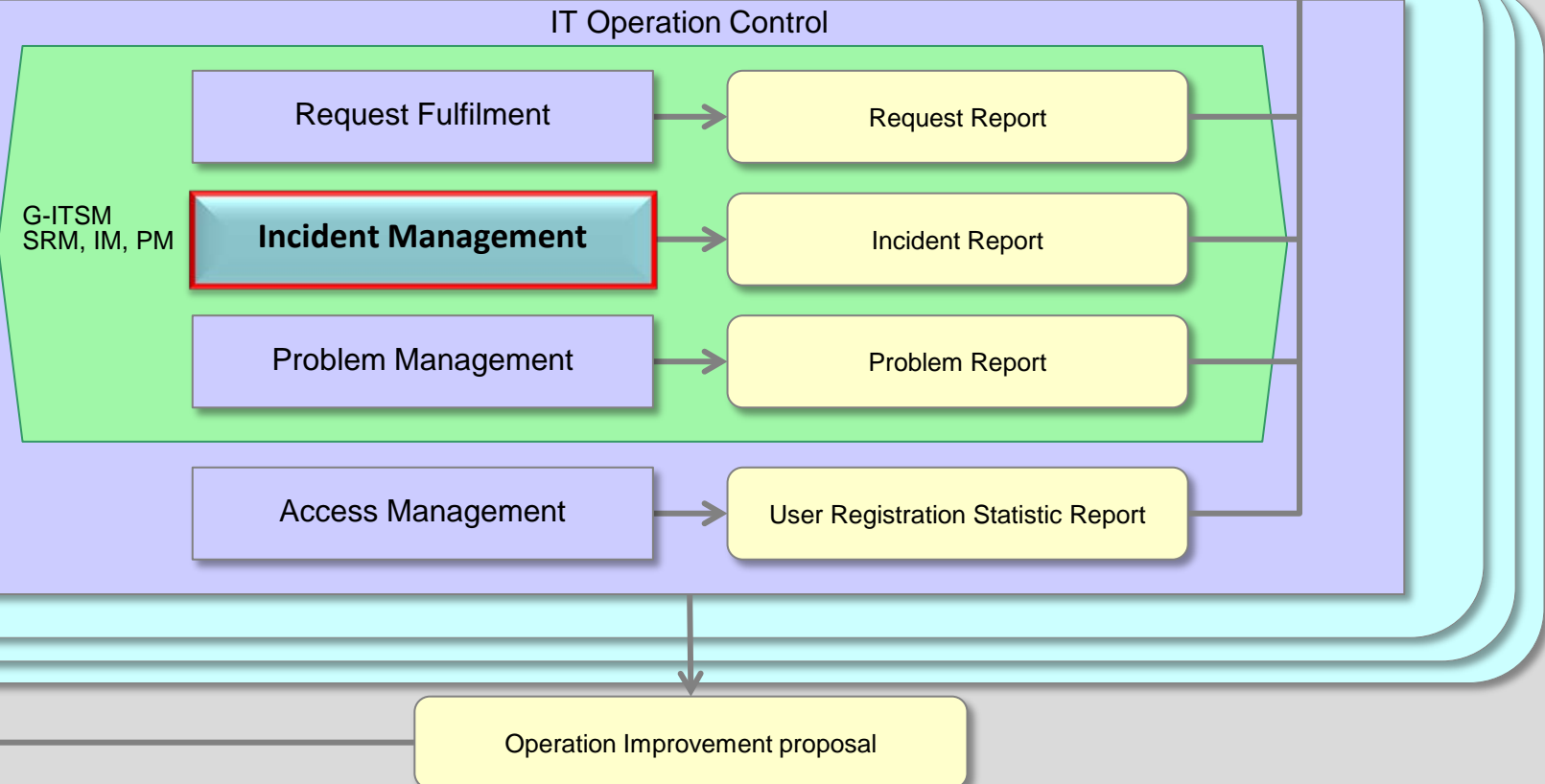
CMS/CMDB

Service Operation

Incident Management Process

Activities:

- ☐ Incident Management support
- ☐ Incident logging and categorization
- ☐ Immediate Incident resolution by 1st Level Support
- ☐ Incident resolution by 2nd Level Support
- ☐ Handling of Major Incidents
- ☐ Incident monitoring and escalation
- ☐ Incident closure and evaluation
- ☐ Proactive user information
- ☐ Incident Management reporting



Incident Management

Service Design

Service Transition

Service Operation

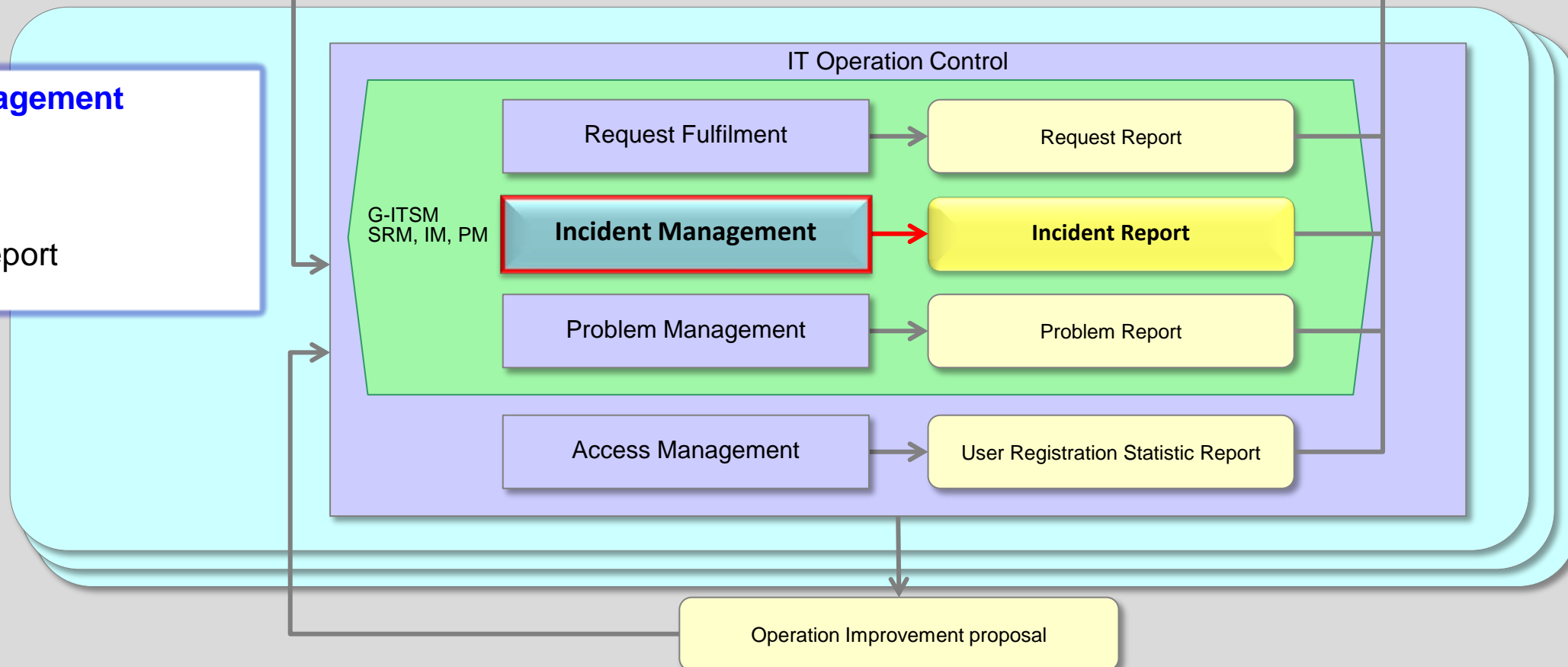
Service Level Management

CMS/CMDB

Incident Management Process

Output:

- Incident Report



Incident Management

Service Design

Service Level Management

Service Transition

CMS/CMDB

Service Operation

Incident Management Process

Methodology-related

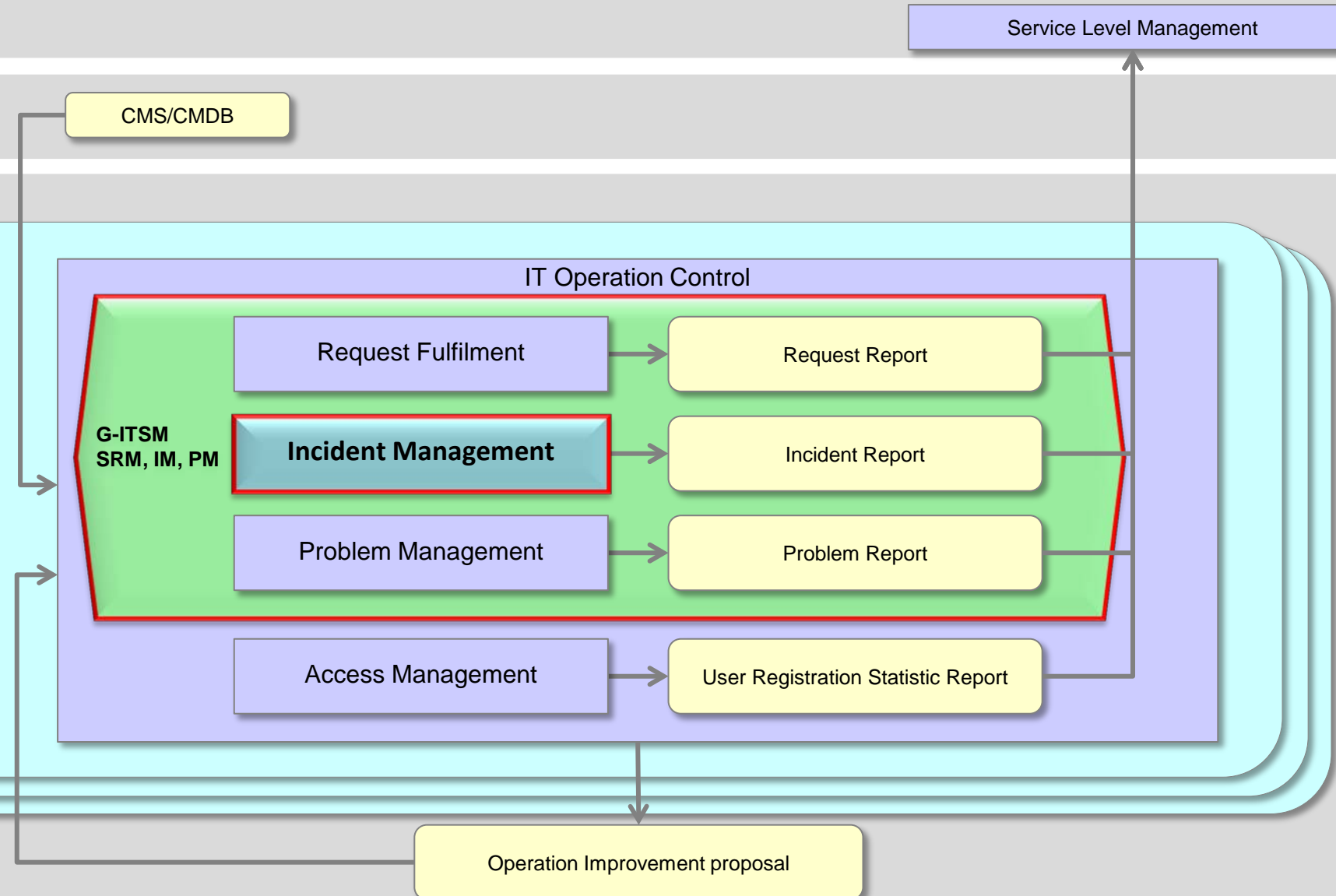
Refer to the following processes:

(GIS-ITSM)

- Incident Management
(Incident Management Process of Global ITSM can be applied for this process partially)

(SOMC-CIT)

- Incident Management



Problem Management

Service Design

Service Level Management

Service Transition

CMS/CMDB

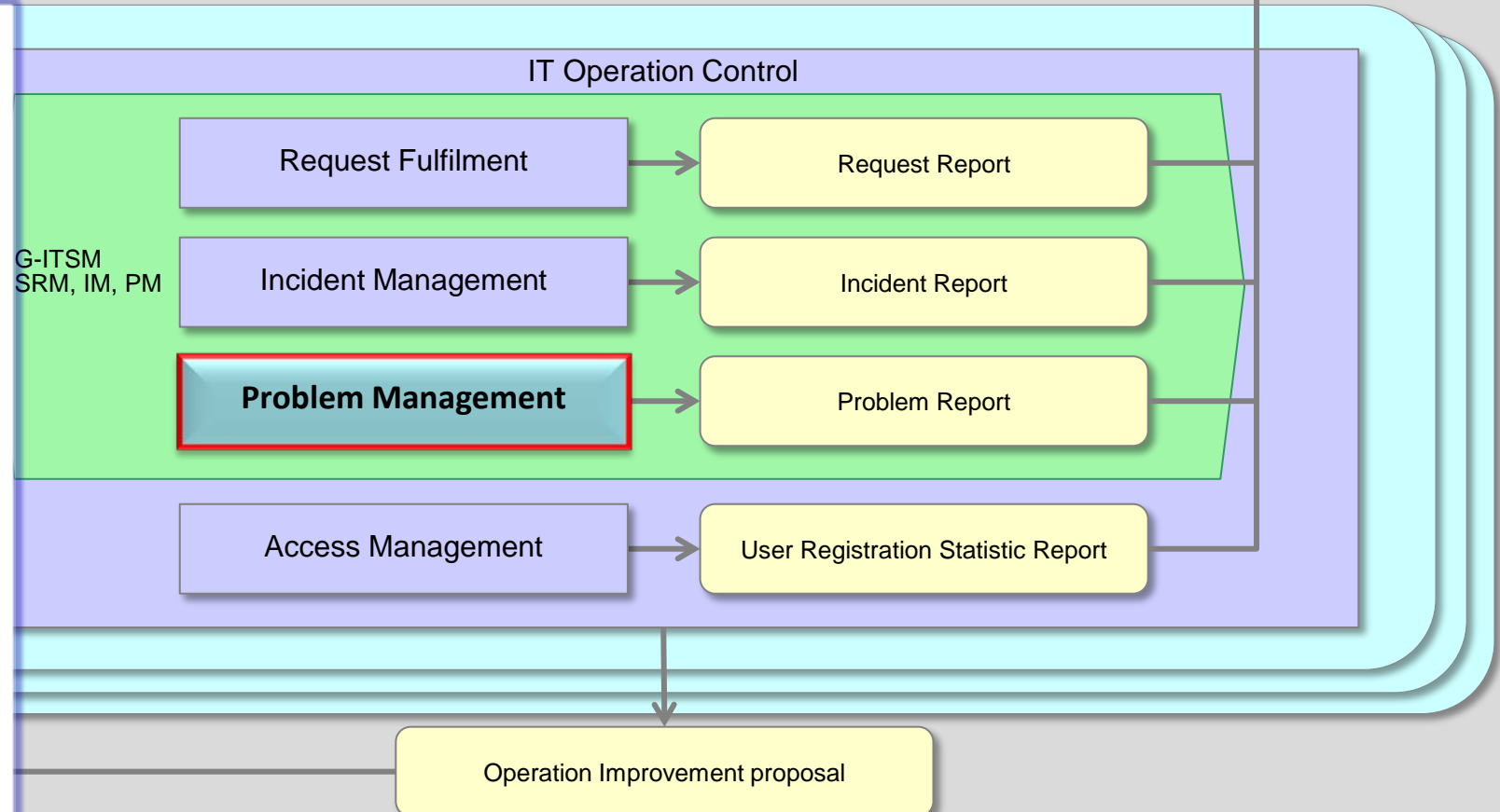
Service Operation

Problem Management Process



To manage the lifecycle of all Problems. The primary objectives of Problem Management **are to prevent Incidents from happening, and to minimize the impact of incidents that cannot be prevented.**

Proactive Problem Management analyzes Incident records, and uses data collected by other IT Service Management processes to identify trends or significant problems.



Problem Management

Service Design

Service Level Management

Service Transition

CMS/CMDB

Service Operation

Problem Management Process

Input:

- CMS/CMDB
- Request Report
- Incident Report
- Problem Report
- User Registration Statistic Report
- Operation Improvement Proposal

IT Operation Control

G-ITSM
SRM, IM, PM

Request Fulfilment

Request Report

Incident Management

Incident Report

Problem Management

Problem Report

Access Management

User Registration Statistic Report

Operation Improvement proposal

Problem Management

Service Design

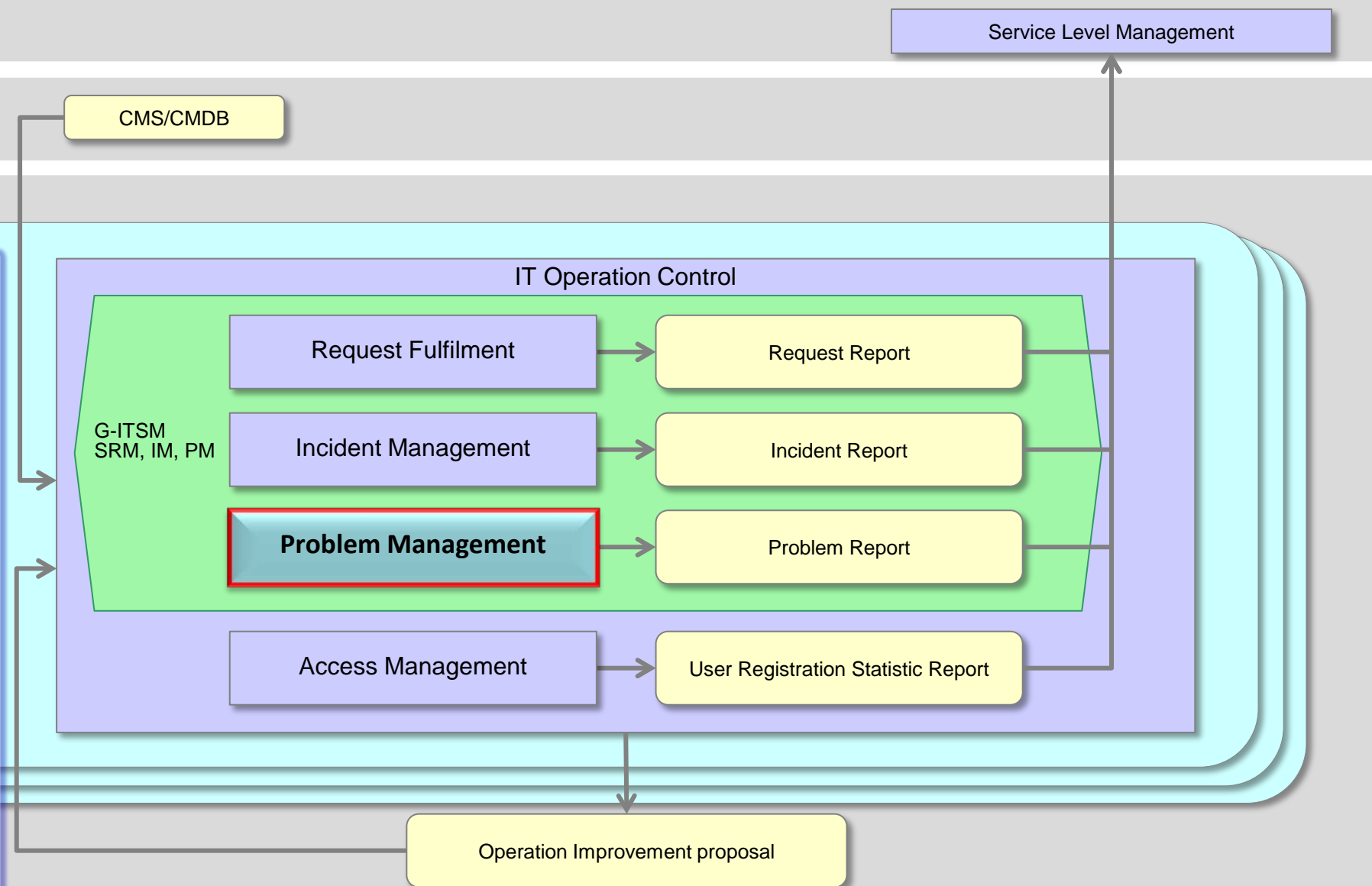
Service Transition

Service Operation

Problem Management Process

Activities:

- ☐ Proactive problem identification
- ☐ Problem categorization and prioritization
- ☐ Problem diagnosis and resolution
- ☐ Problem and error control
- ☐ Problem closure and evaluation
- ☐ Major Problem review
- ☐ Problem Management reporting



Problem Management

Service Design

Service Transition

Service Operation

Service Level Management

CMS/CMDB

Problem Management Process

Output:

- Problem Report

G-ITSM
SRM, IM, PM

IT Operation Control

Request Fulfilment

Request Report

Incident Management

Incident Report

Problem Management

Problem Report

Access Management

User Registration Statistic Report

Operation Improvement proposal

Problem Management

Service Design

Service Transition

Service Operation

Service Level Management

Problem Management Process

Methodology-related

Refer to the following processes:

(GIS-ITSM)

- Problem Management (*Problem Management Process of Global ITSM can be applied for this process partially*)

(SOMC-CIT)

- Problem Management

CMS/CMDB

IT Operation Control

G-ITSM
SRM, IM, PM

Request Fulfilment

Request Report

Incident Management

Incident Report

Problem Management

Problem Report

Access Management

User Registration Statistic Report

Operation Improvement proposal

Access Management

Service Design

Service Transition

Service Operation

Service Level Management

CMS/CMDB

Access Management Process



To grant authorized users the right to use a service, while preventing access to non-authorized users. The Access Management processes essentially execute policies defined in Information Security Management. Access Management is sometimes also referred to as **Rights Management** or **Identity Management**.

IT Operation Control

G-ITSM
SRM, IM, PM

Request Fulfilment

Request Report

Incident Management

Incident Report

Problem Management

Problem Report

Access Management

User Registration Statistic Report

Operation Improvement proposal

Access Management

Service Design

Service Level Management

Service Transition

CMS/CMDB

Service Operation

Access Management Process

Input:

- CMS/CMDB
- Request Report
- Incident Report
- Problem Report
- User Registration Statistic Report
- Operation Improvement Proposal

G-ITSM
SRM, IM, PM

Request Fulfilment

Request Report

Incident Management

Incident Report

Problem Management

Problem Report

Access Management

User Registration Statistic Report

Operation Improvement proposal

IT Operation Control

Access Management

Service Design

Service Level Management

Service Transition

CMS/CMDB

Service Operation

Access Management Process

Activities:

- ☐ Maintenance of Catalogue of User Roles and Access Profiles
- ☐ Processing of user access requests

G-ITSM
SRM, IM, PM

Request Fulfilment

Request Report

Incident Management

Incident Report

Problem Management

Problem Report

Access Management

User Registration Statistic Report

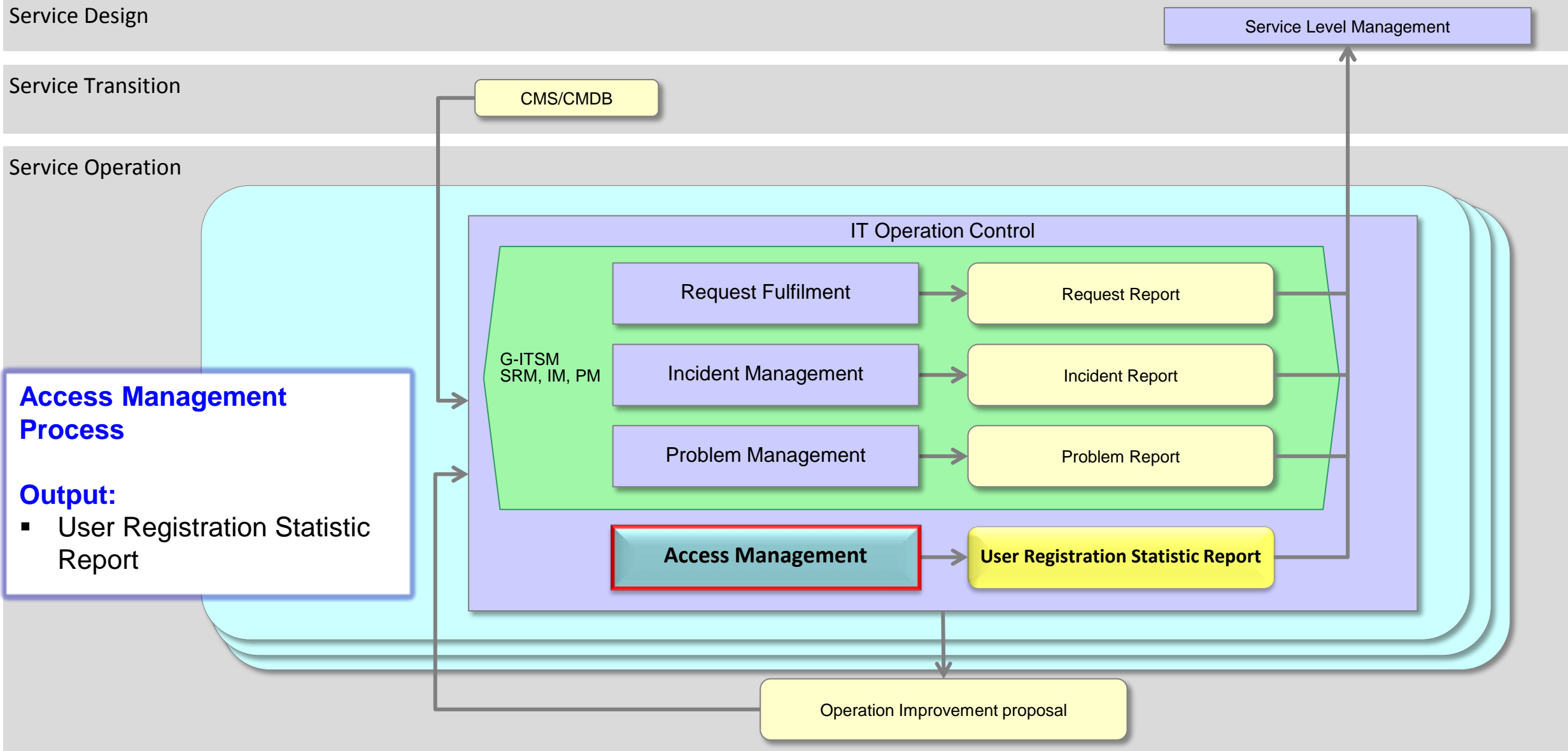
Operation Improvement proposal

Access Management

Service Design

Service Transition

Service Operation



Access Management

Service Design

Service Level Management

Service Transition

CMS/CMDB

Service Operation

Access Management Process

Methodology-related

Refer to the following processes:

(SOMC-CIT)

- Access Management (except for role management)

G-ITSM
SRM, IM, PM

IT Operation Control

Request Fulfilment

Request Report

Incident Management

Incident Report

Problem Management

Problem Report

Access Management

User Registration Statistic Report

Operation Improvement proposal

Service Operation Roles

Service Operation Roles

| Role | Description |
|---|---|
| IT Operations Manager | An IT Operations Manager will be needed to take overall responsibility for a number of Service Operation activities. For instance, this role will ensure that all day-to-day operational activities are carried out in a timely and reliable way. |
| IT Operator | IT Operator performs the day-to-day operational activities. Typical responsibilities include: performing backups, ensuring that scheduled jobs are performed, installing standard equipment in the data center. |
| Incident Manager | The Incident Manager is responsible for the effective implementation of the Incident Management process and carries out the respective reporting. He represents the first stage of escalation for Incidents, should these not be resolvable within the agreed Service Levels. |
| Service Request Fulfilment Group | Service Request Fulfilment Group specializes on the fulfilment of certain types of Service Requests. Typically, 1st Level Support will process simpler requests, while others are forwarded to the specialized Fulfilment Groups. |
| 1st Level Support | The responsibility of 1st Level Support is to register and classify received incidents and to undertake an immediate effort in order to restore a failed IT service as quickly as possible. If no ad-hoc solution can be achieved, 1st Level Support will transfer the incident to expert technical support groups (2nd Level Support). 1st Level Support also processes Service Requests and keeps users informed about their Incidents' status at agreed intervals. |
| 2nd Level Support | 2nd Level Support takes over incidents which cannot be solved immediately with the means of 1st Level Support. If necessary, it will request external support (example: from software or hardware manufacturers). The aim is to restore a failed IT service as quickly as possible. If no solution can be found, the 2nd Level Support passes on the Incident to Problem Management. |

Service Operation Roles

| Role | Description |
|----------------------------|---|
| Major Incident Team | A dynamically established team of IT managers and technical experts, usually under the leadership of the Incident Manager, formulated to concentrate on the resolution of a Major Incident. |
| Problem Manager | The Problem Manager is responsible for managing the lifecycle of all problems. His primary objectives are to prevent incidents from happening, and to minimize the impact of incidents that cannot be prevented. To this purpose he maintains information about known errors and workarounds. |
| Access Manager | The Access Manager grants authorized users the right to use a service, while preventing access to non-authorized users. The Access Manager essentially executes policies defined in Information Security Management. |
| Facilities Manager | The Facilities Manager is responsible for managing the physical environment where the IT infrastructure is located. This includes all aspects of managing the physical environment, for example power and cooling, building access management, and environmental monitoring. |

Service Operation Deliverables

Request Report

Outline

Process Name: Request Fulfilment

A report to ensure that the other Service Management processes as well as IT Management are informed of service request.

Composing Elements

- Adherence to agreed service levels
 1. Agreed service levels
 2. Attained service levels
- Statistical evaluations
 1. Number of requests
 - a. Over time
 - b. According to categories
 2. Resolution times
 - a. According to duration
 - b. According to categories
 3. Initial resolution rate
 - a. Over time
 - b. According to categories
- Trend analysis
- Status (Open, Closed, etc.)

Incident Report

Outline

Process Name: Incident Management

A report to supply incident-related information to the other Service Management processes, and to ensure that that improvement potentials are derived from past Incidents.

Composing Elements

- | | |
|--|---|
| <ul style="list-style-type: none">▪ Adherence to agreed service levels<ol style="list-style-type: none">1. Agreed service levels2. Attained service levels▪ Major Incidents causing breaches of agreed IT service levels (prolonged IT Service failures, etc.)<ol style="list-style-type: none">1. Type of event2. Causes3. Counter-measures for the elimination of the Incident4. Measures for the future avoidance of similar occurrences▪ Statistical evaluations<ol style="list-style-type: none">1. Number of Incidents<ol style="list-style-type: none">a. Over timeb. According to categories2. Resolution times<ol style="list-style-type: none">a. According to durationb. According to categories3. Initial resolution rate<ol style="list-style-type: none">a. Over timeb. According to categories | <ul style="list-style-type: none">▪ Trend analysis▪ Technical analysis of important or repetitive Incidents<ol style="list-style-type: none">1. Description2. Applied resolution strategy<ol style="list-style-type: none">a. Elimination of the root causeb. Workaround▪ Status (Open, Closed, etc.) |
|--|---|

Problem Report

Outline

Process Name: Problem Management

A report to ensure that the other Service Management processes as well as IT Management are informed of outstanding problems, their processing-status and existing workarounds.

Composing Elements

- Statistical evaluations
 1. Outstanding problems
 - a. According to duration since creation of the Problem Record
 - b. According to categories
 2. Resolution times of closed problems
 - a. According to duration
 - b. According to categories
 3. Trend analysis
- Problems with special importance regarding Availability, Capacity, IT Service Continuity and IT Security Management
 1. Description
 2. Problem cause
 3. Applied resolution strategy
 - a. Elimination of the root cause
 - b. Possible workarounds
 4. Time schedule for the resolution of the problem
- Other important problems with extensive effects upon the quality of the IT Services
 1. Description
 2. Problem cause
 3. Applied resolution strategy
 - a. Elimination of the root cause
 - b. Possible workarounds
 4. Time schedule for the resolution of the problem
- Status (Open, Closed, etc.)

User Registration Statistic Report

Outline

Process Name: Access Management

A report to ensure that the other Service Management processes as well as IT Management are informed of number of users .

Composing Elements

- Statistical evaluations
 1. Number of Users
 - a. Total number of users
 - b. According to roles
 - c. According to categories
- Trend analysis

Operation Improvement Proposal

Outline

Process Name: IT Operation Control

An overview of the proposal which improves current IT operation.

Composing Elements

- Description
- Implementation schedule
 1. Description of the work package to be completed
 2. Key deliverables
 3. Person in-charge
 4. Target date

SONY

“Sony”はソニー株式会社の商標です。

各ソニー製品の商品名・サービス名はソニー株式会社またはグループ各社の登録商標です。その他の製品および会社名は、各社の商号、登録商標または商標です。

Revision History

| Rev. date | Version | Revision | Description |
|-----------|---------|----------|-----------------|
| 2017/01 | 1.00 | | Newly released. |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |