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SIMPLE USM

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COACH

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Written by
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With copious help from
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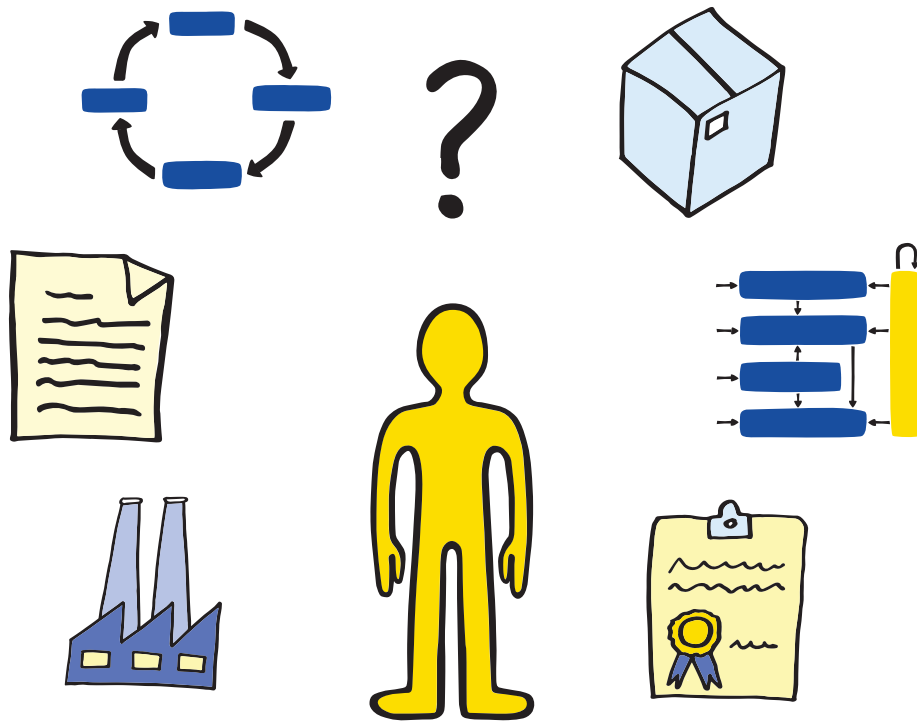
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<http://usm.coach>

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1. Introduction

About This E-Book

This is an introductory e-book about USM. It is targeted at people that want to understand the basics of USM, for example for deploying USM with the help of a coach.

It explains the core ideas of the USM method in a simple, condensed format. If you wish to gain wider or deeper understanding of the USM Method, for example to deploy USM without the help of a coach, you should refer to the book "The USM Method".

This e-book contains some linguistic and logical simplifications of the USM Method. We avoid duplicate terms for the same or almost the same concepts. Also, not all logical alternatives allowed by USM are explored.

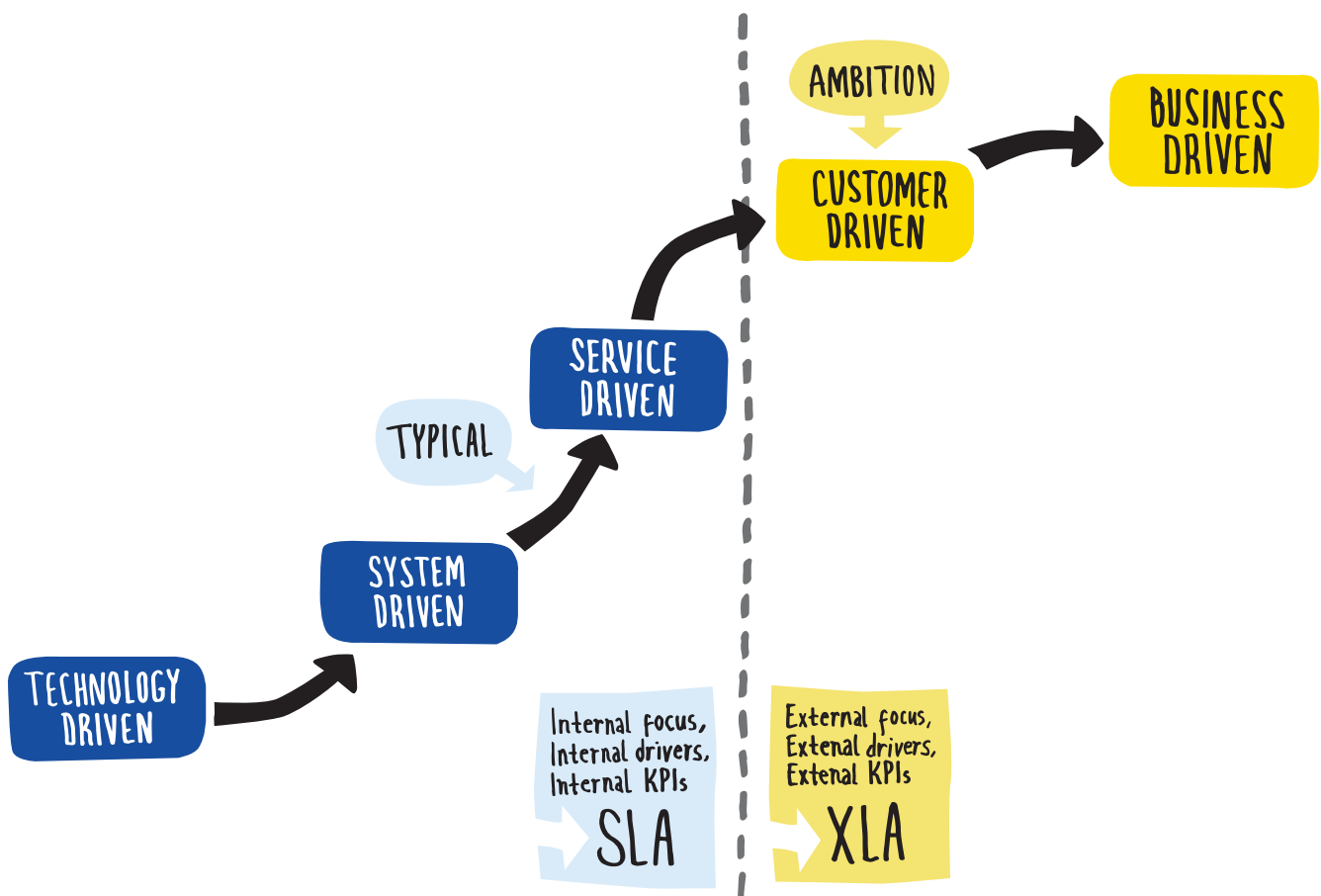
Thus, your coach may use slightly different terminology or way of deploying USM while still conforming to the USM Method.

From Production to Marketing Orientation, From Goods to Services

During the last 150 years, thinking how companies achieve success has evolved through several stages:

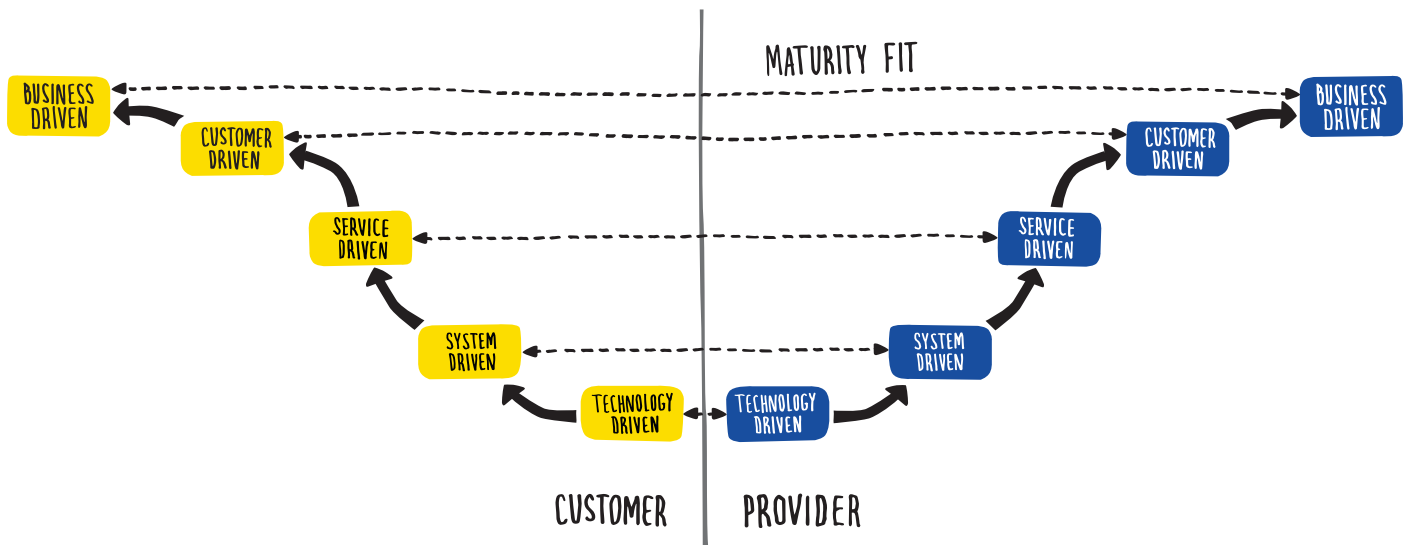
- Production Orientation - Through production efficiency
- Product Orientation - Through superior products
- Sales Orientation - Persuading people to buy goods
- Marketing Orientation - Identifying the needs of the customer
- Societal Marketing Orientation - Responsibility for the needs of the society as a whole

Recently, there has been another similar change in thinking, this time from goods towards services. Today all business are service businesses. Even if you are just selling potatoes, you will legally need to provide a support for returning the bad ones.



For many companies it is not enough to just provide services. They see the need to become *customer-driven* in order to survive in a competitive market. To become customer-driven, you need to focus on the long-term relationship with the customer, instead of only looking at individual transactions. This means that how you manage your services needs new thinking as well.

We can categorize service management maturity as a service provider. We can also categorize this maturity from the perspective of a customer. Successful relationships require a fit in the provider and customer maturities.

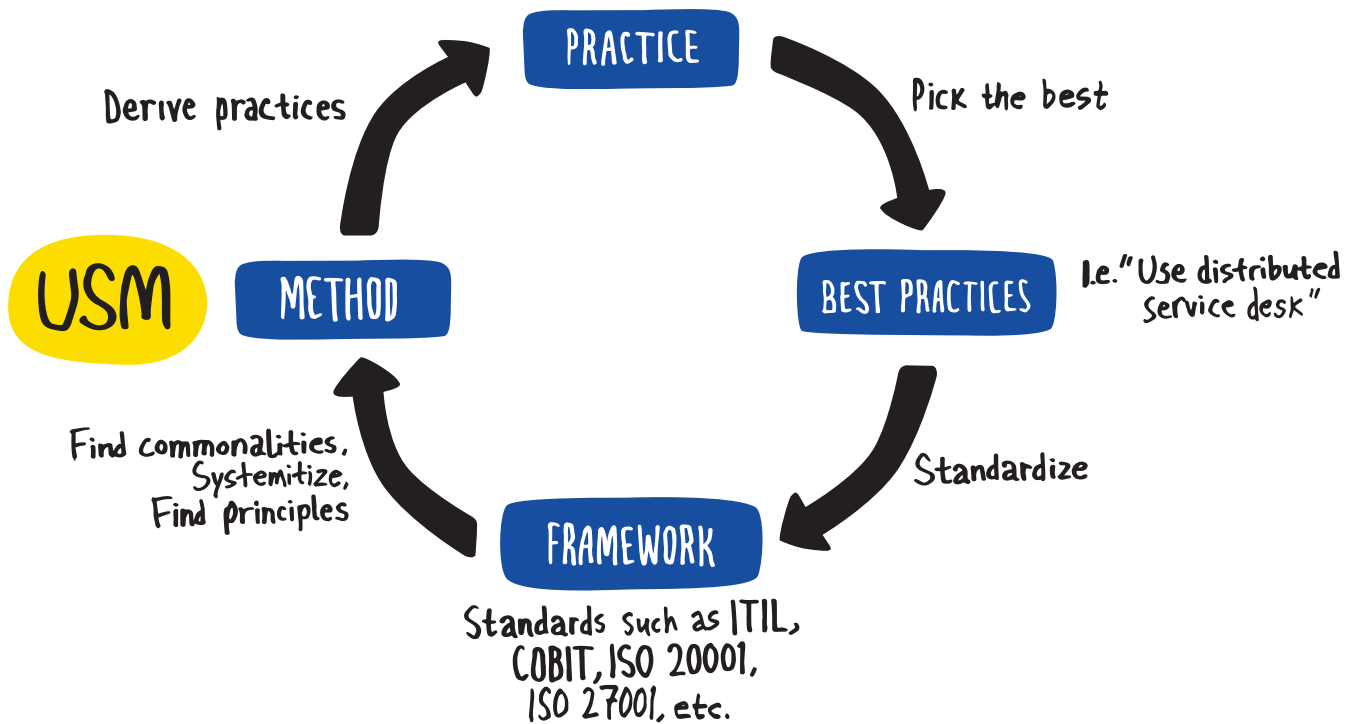


Why USM?

Unified Service Management (USM) is a method for Service Management with the following features:

- It is universal, so you can use it to manage any service.
- It is unified, and allows workflows to co-operate more harmoniously even in complex networks of service providers.
- It is based on principles instead of practices, so it has a solid foundation. It is free, so you don't need to pay royalties for using it.
- It is simple, so you can learn it and become self-sufficient.
- It is non-redundant, so you can avoid duplication of work.
- It is open, so it fosters a culture of sharing ideas and practices.

Frameworks and standards, such as ISO 20000-1, COBIT, or ITIL are collections of best practices. USM is built on principles inspired by those practices. Thus USM is complementary to them.



In fact, if you need certifications for your business, USM is probably the fastest, least expensive, least risky, and probably even the most useful way to do it. After you deploy USM, the auditors can use a cross-reference from their requirements to the activities in workflows, profiles and other specifications of the USM, to demonstrate compliancy.

About USM

The USM Method was developed by SURVUZ Foundation and authored by USM Chief Architect Jan van Bon.

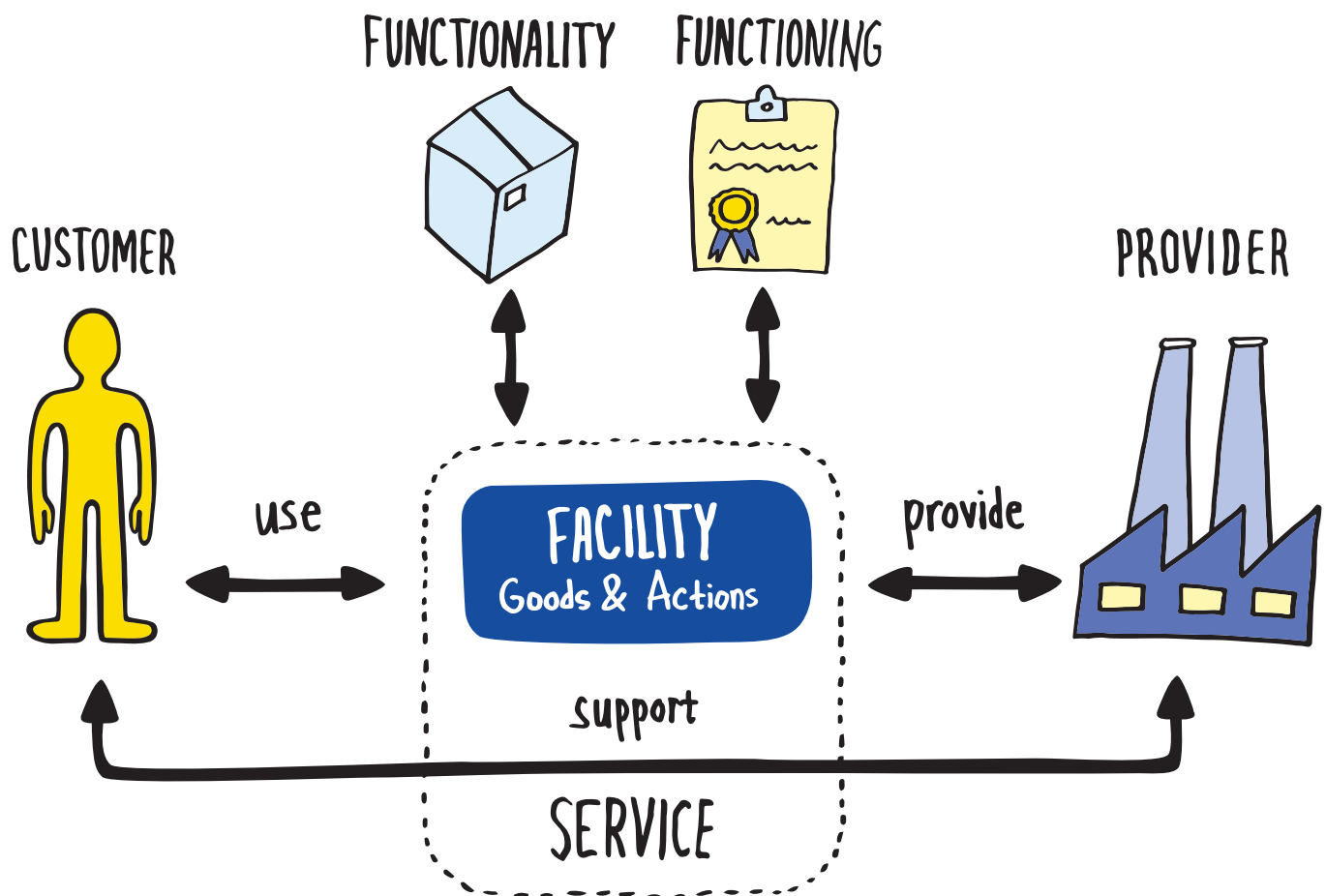
Jan has extensive experience in Service Management, including being a member of the ITIL v3 guidance team between 2006-2007. He then became increasingly frustrated with the complexity of the popular frameworks, including ITIL and various ISO standards, and started developing a simplified method for service management, based on principles, with a team of like-minded people. USM is the result of that work.

The USM Method is owned and managed by the SURVUZ Foundation in the Netherlands.

2. USM Core

Services and Resources

In USM, a service is a *supported facility*. The facility consists of *actions* and *goods*. *Support* is needed to maintain the relationship with the customer and support that customer when using the facility.



The service offering, by the provider, uses *resources*. There are three types of resources:

- *processes* - the WHAT
- *people* - the WHO
- *technology* - the HOW

Resources are *managed* if they are recorded in the *Managed Infrastructure Register* (MIR). One example of a Managed Infrastructure Register is a Configuration Management Database (CMDB).

The MIR includes not only the facilities that are made available to the customer, but also the internal resources in terms of the people, the processes, and the technology used, e.g. in the format of internal workflows.

In addition to resources used internally to deliver the service, it also includes artifacts that are delivered to the customer, such as the Service Level Agreement (SLA).

If a resource is not managed, it is a *commodity*, and loses individual trackability. For example, you cannot check when a lamp was replaced the last time unless the fact was recorded somewhere.

What is a process?

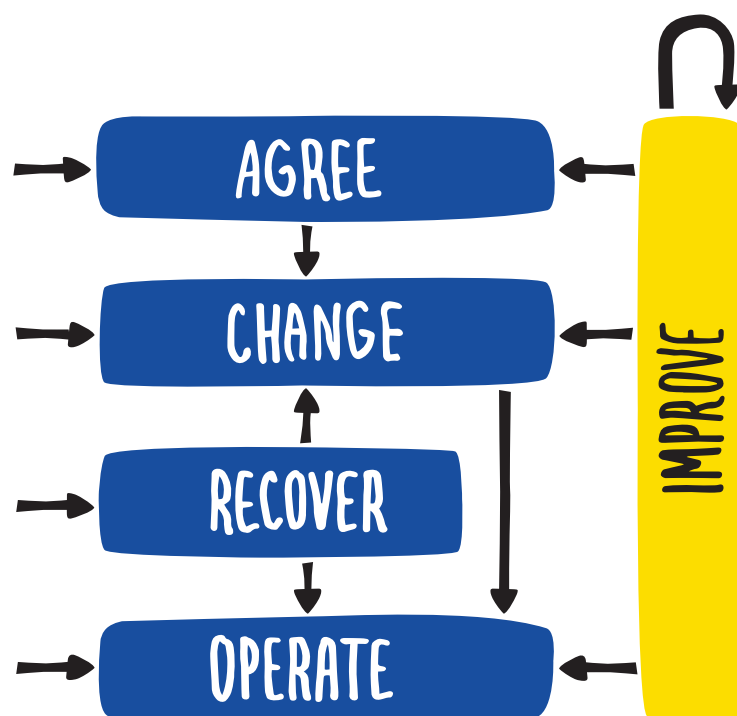
A *process* is a series of activities that interact to produce a result.

While this is practically a universal definition, there is wide variance how the concept is used in practice.

In USM, a process describes the steps needed to get something done in a way that provides the customer with output and outcome that is relevant to them.

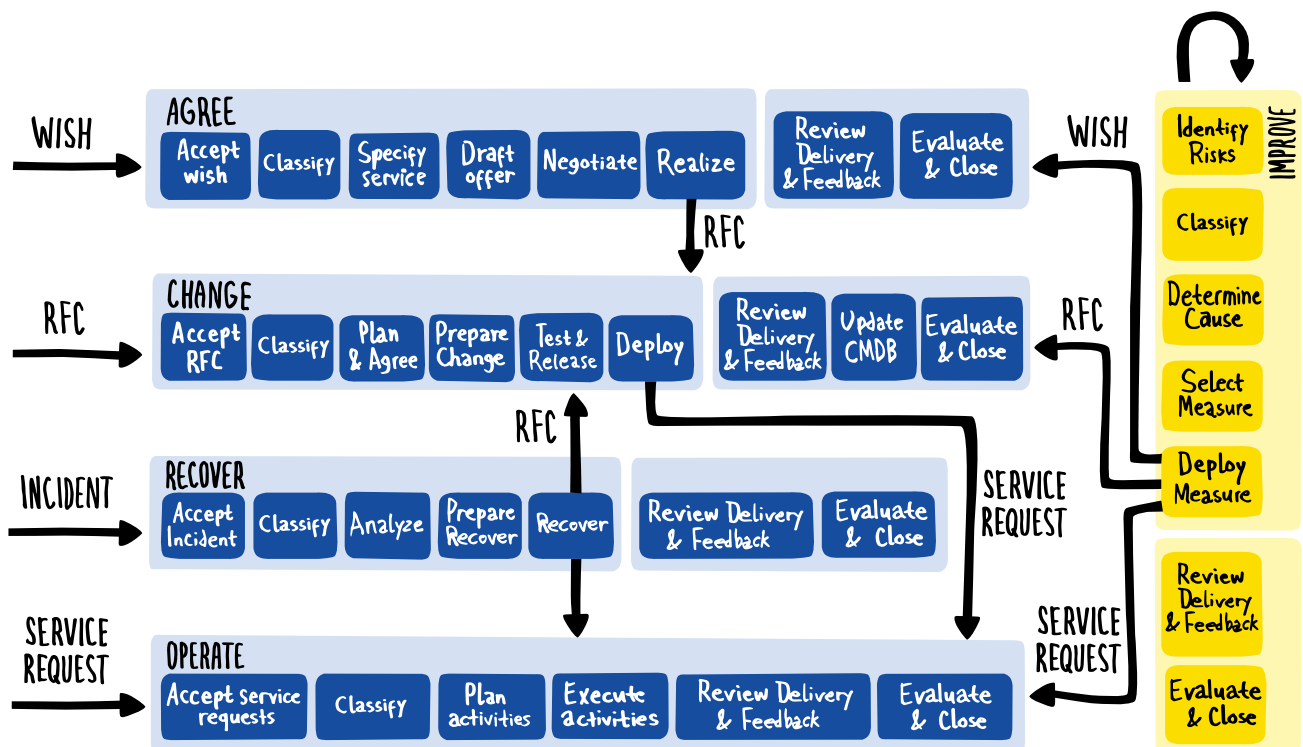
USM Processes And The Paths Through Them

According to USM, anything a service organization does can be described with one of five processes:



- *Agree* - Managing the agreements
- *Change* - Managing the changes to the managed resources Recover - Recovering from service failure
- *Operate* - Practical operations
- *Improve* - Managing risks (both threats and opportunities)

USM processes are interconnected through forks. For example, Recover forks either into Change if recovery requires changes to the MIR, or into Operate if recovery can be accomplished through operations that do not require such changes. After the secondary process is finished, the initial process continues where it left off.

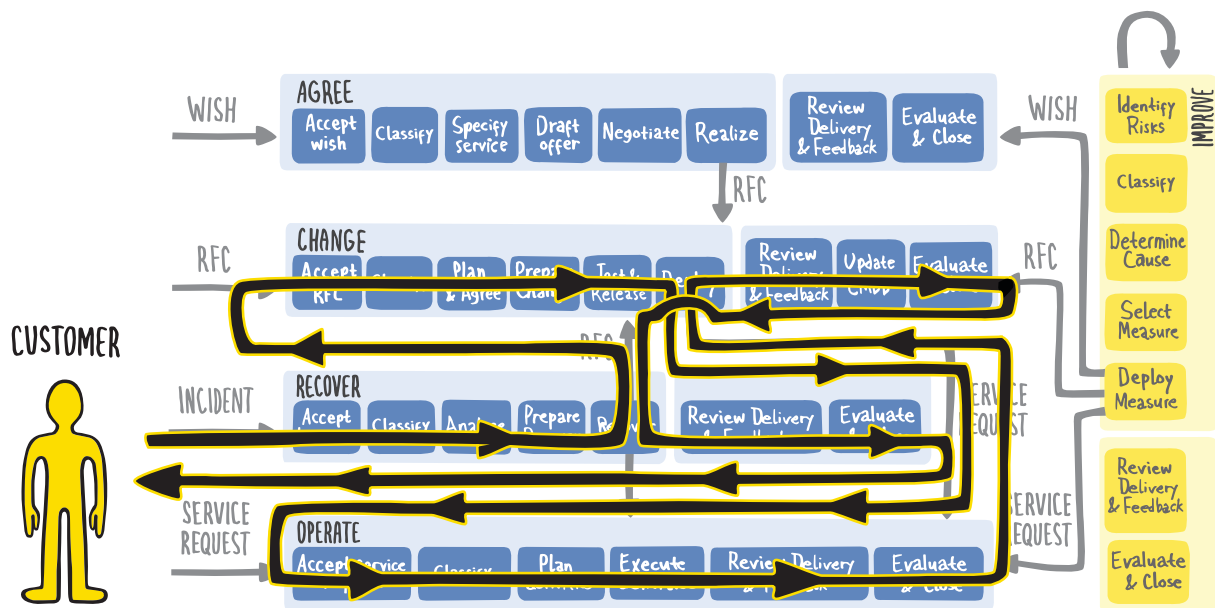


There are only eight possible paths through those five processes and their forks:

- Changes to agreements
- Changes to managed resources
- Incidents with changes to managed resources
- Incidents without changes to managed resources
- Operations
- Risks with changes to agreements
- Risks with changes to managed resources
- Risks that can be solved by operations activity, without a change to managed resources

The direction we take at the fork is known only at the time of the decision.

The steps along each path are the same, and they define *WHAT* needs to be done. Below is an example of one of the paths starting with the Recover process.



Each step is formed of activities. The activities describe the *WHAT* in more detail. A customer-driven service organization is not only interested in the output of processes, but also in the outcome -- customer experience over time.

Organizational Hierarchy, Profiles and Contributions

Organizations have a hierarchy, and positions within that hierarchy. Employees hold these positions.

In HRM, there are two schools of thinking, regarding whether work should be assigned based on roles or functions. USM is agnostic regarding this question. USM uses the term profile which can refer to any combination of concepts of role and function.

One way to classify the relationship between the organizational structure and the activities in the process model is the RACI model:

- **R - Responsible.** Profiles responsible for carrying out the activity. Responsibility may be delegated, and there also may be multiple people carrying out the activity.
- **A - Accountable.** The profile who is ultimately responsible for the activity. There must be exactly one accountable profile.
- **C - Consulted.** The profiles that should be consulted before carrying out the activity.
- **I - Informed.** The profiles that should be informed about the activity.

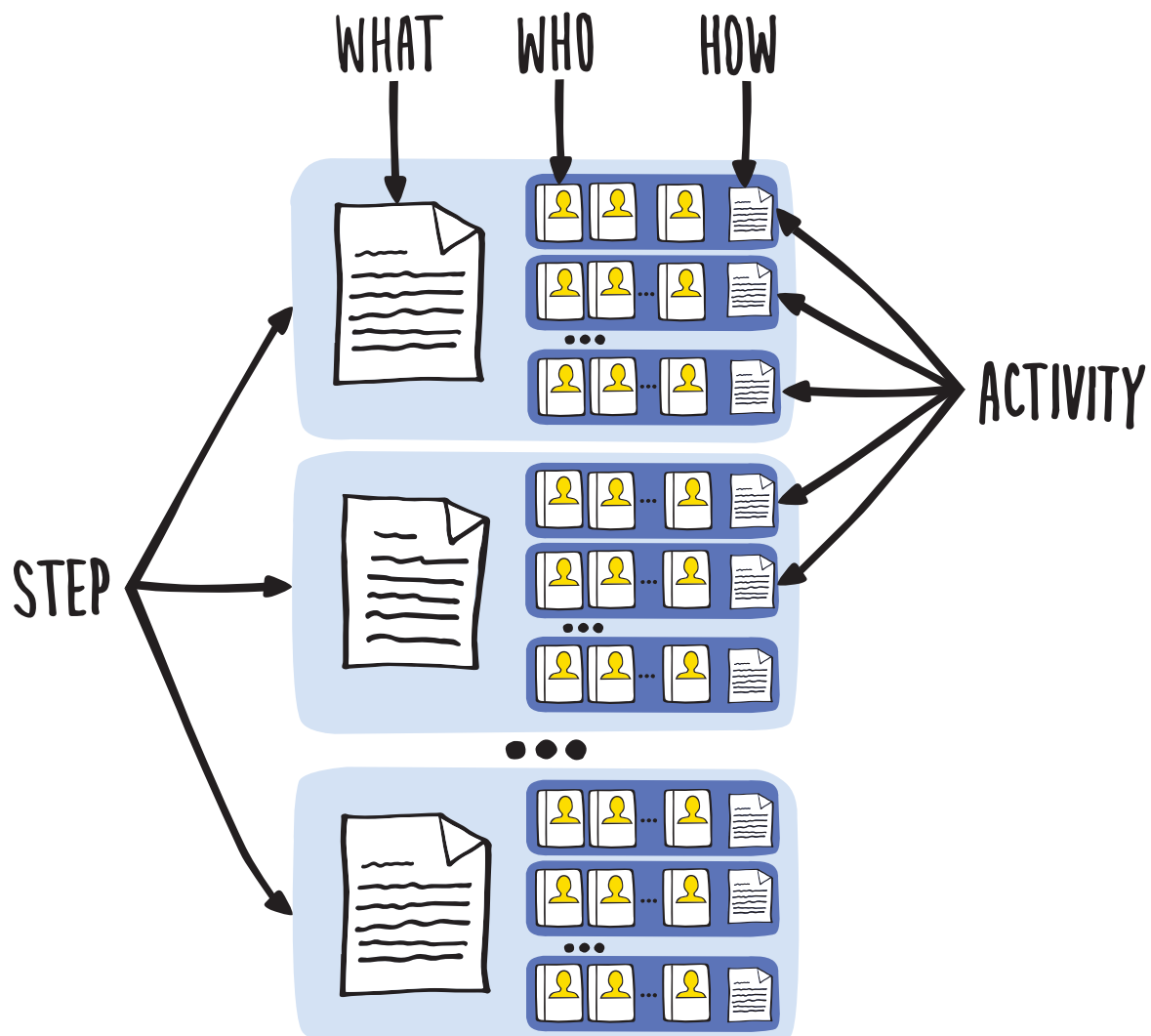
The *WHO* is how each profile contributes to the activity.

Workflows

To define HOW the employees with these profiles (the *WHO*) should be doing their work (the *WHAT*):

- Give it a descriptive name
- Choose the proper path through the processes and their forks (the *WHAT*)
- Define the profiles that participate in the process (the *WHO*)
- For each step in the path, define execution of the activities needed to carry out the step (the *HOW*)
- For each activity, assign the responsibilities for the profiles (the *WHO*)

The end result of this definition is a detailed *workflow*.



To simplify defining a workflow, we can use a *workflow template*. In USM, eight workflow templates correspond to the eight paths through the processes. Once you choose the template, the *WHAT* is pre-filled. You need to detail the execution of the activities for the step in your own organization, as well as the responsibilities various profiles have in carrying out each activity.

If an error occurs in the execution of the workflow, it should be either corrected by repeating the workflow from the failed (and now correct) activity, or aborting the workflow.

Calls

Workflows are triggered with *calls*. Calls can come in from internal or external customers (users), or they may be initiated by an internal stakeholder. Calls might be actual phone calls, but may also come through forms, emails, text messages etc. All calls are recorded in the same system.

Incoming calls are handled in priority order. *Priority* is based on *impact* and *urgency*.

Impact is the extent to which the underlying issue affects customer activities. It is classified into high, medium, low, and nil. High impact might involve physical harm, high reputation damage, financial impact, large number of customers etc. Impact is nil if there is no anticipated impact.

Urgency is the extent to which the activity can tolerate delay before it should be handled. It is classified into high, medium and low. The urgency may be high for example if damage increases rapidly and action can prevent increase in the effect, or the issue prevents time-sensitive work being done.

Priority is defined as a cross-table between impact and urgency. The priority classes depend on the organization, but it is useful to harmonize the priorities across all activities.

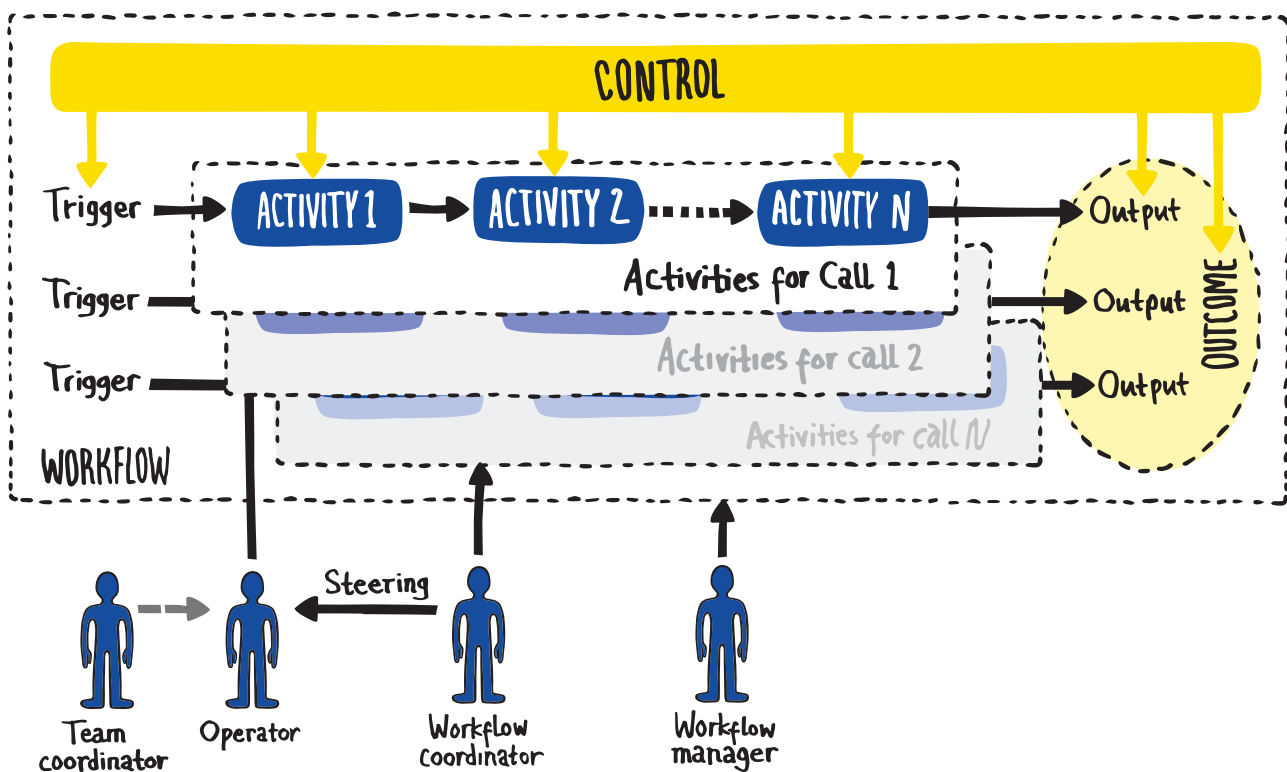
		IMPACT			
		HIGH	MEDIUM	LOW	NIL
URGENCY	HIGH	Critical	High	Medium	Low
	MEDIUM	High	Medium	Low	Lowest
	LOW	Medium	Low	Lowest	None

The handling times for various priorities may be specified in the Service Level Agreement (SLA).

Profiles Specific to USM

The following profiles are specific to USM:

- *Workflow manager* makes sure that there are agreed workflows, and that the required resources are available, and that improvements are managed. He might also be the owner of the outcome of the workflow.
- *Workflow coordinator* coordinates the handling of calls, and owns the output of the workflow.
- *Operator* carries out the actual work.
- *Team coordinator* acts as the line manager for the operator.



This means that both the workflow coordinator and the team coordinator will steer the operator, so there is a potential systemic organizational conflict, and co-operation rules need to be set.

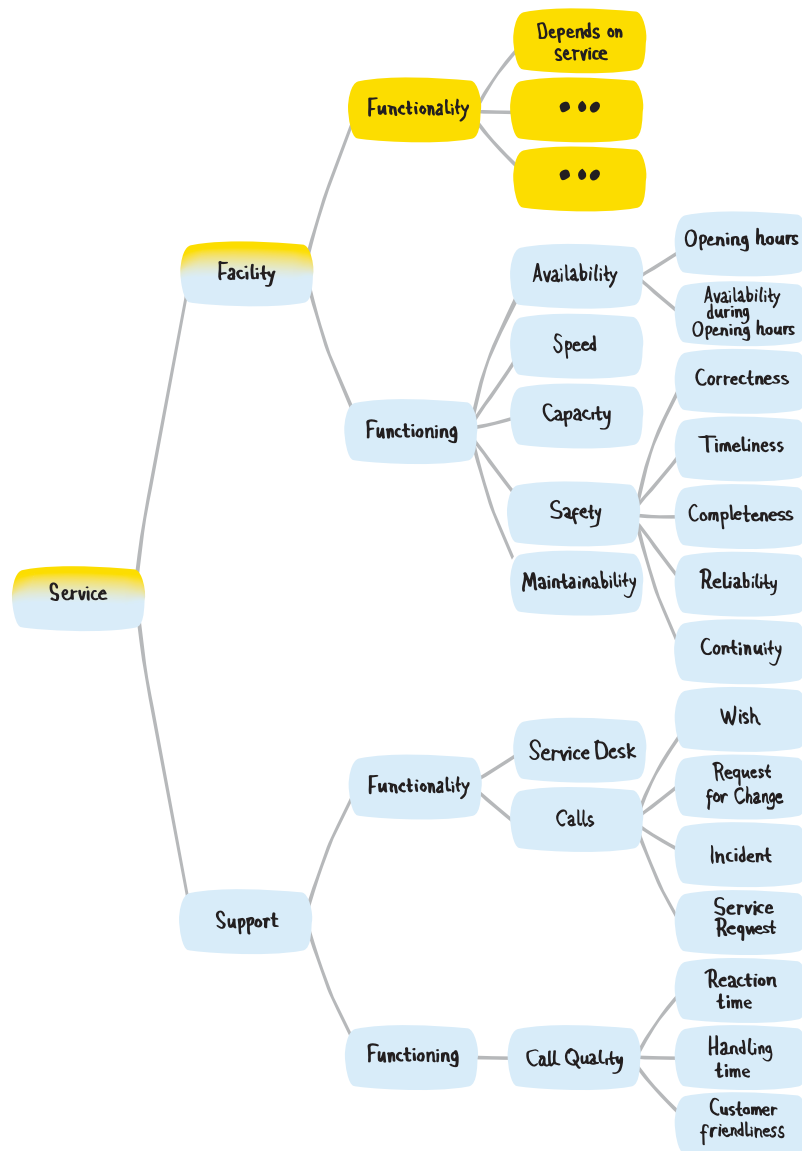
A process-driven organization should prevent this conflict by giving higher authority to the workflow coordinator. The team coordinator must then escalate the issue when necessary.

3. Service Level Agreement, Service Catalog and Performance Measurement

The Service Level Agreement (SLA) specifies what services are agreed with the customer, and the expected quality. As service consists of facility and support, which gives a clear structure to the SLA.

In the structure, only the section on the functionality of the facility varies, indicated with yellow in the diagram below. The rest of the SLA has standard structure, even across various fields:

- Functioning of the facility
- Functionality and functioning of the support



The potentially offered services are listed in Service Catalog. In a restaurant, Service Catalog is the menu.

To guarantee that the customer receives the agreed service level, activities need to be measured. One key measurement is the time between the notification of service failure and the moment the service was confirmed to be resumed by the customer.

What Next?

To really benefit from USM, your organization needs to learn how to deploy it. There are a few ways how you can proceed with the deployment:

- Learn to do it yourself, by reading the book “The USM Method”, and start deploying it yourself. You can buy the book from the USM Portal.
- Participate in certified USM training to learn to deploy USM yourself. You will probably understand USM more deeply. When your employees have taken the USM training, they can get access to certified USM resources that enable them to deploy USM themselves. This will also allow them to collaborate with and learn from other USM users in the USM community.
- You may also need external resources to support you in your USM deployment. Accredited USM Partners can provide certified experts, based on your needs. The accredited USM Partners and experts are all listed at the USM Portal.

For example, hire a certified USM coach to help you with the deployment. The USM coach is not going to do the USM deployment for you. Instead, the coach will guide your organization in learning how to deploy USM. The goal is that your organization becomes self-sufficient. USM coaches have additional certified USM artifacts at their disposal, including an extensive set of project support tools and templates for deploying USM.