



# Enterprise Service Management with USM

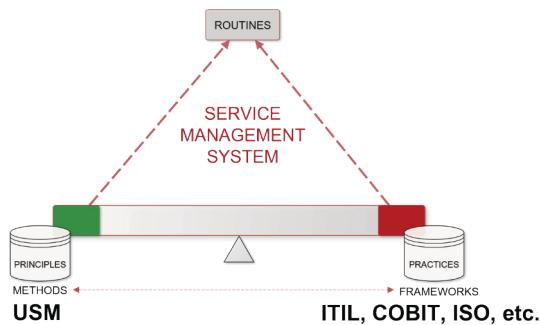
20 GUIDELINES  
for an integral and integrated  
Service Management System



*At high speed to service and customer excellence*

# Guideline 1

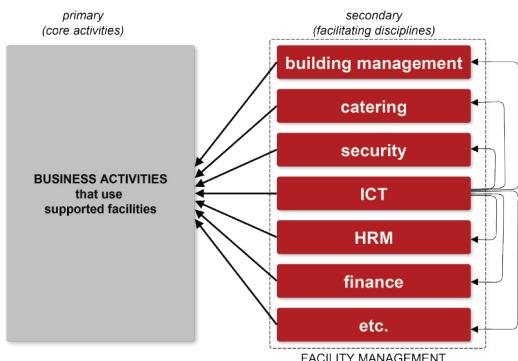
Methods are learnable and based on principles. They offer *structure*. Frameworks are applicable and based on practices. They offer *inspiration*. A service organization needs both to systematically manage its routines.



USM does not work from **practices**, but starts with clear **principles**. From there, you work systematically and step by step towards the desired practices. USM provides the service management **architecture** of your service management **system**, for any combination of practices, be it ITIL, COBIT, any ISO standard, or whatever your organization likes.

# Guideline 2

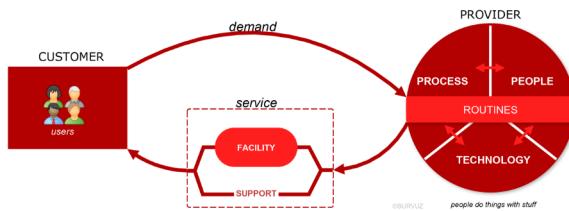
Facility disciplines support the core business activities and each other. Enterprise Service Management requires the integral coordination of all involved service teams, primary as well as secondary, internal as well as external, in *one* integrated management system.



Because these facility disciplines have the same goal, it is important they work together in a structured and efficient manner. This cooperation requires **standardization** at the level of the discipline: at least on the interfaces, but preferably also for the internal structure, for maximum effect.

# Guideline 3

A service is a *supported facility*. A facility is composed of goods and acts. This definition provides the basic building block for a service management architecture that relates to the core task of the organization: providing services.

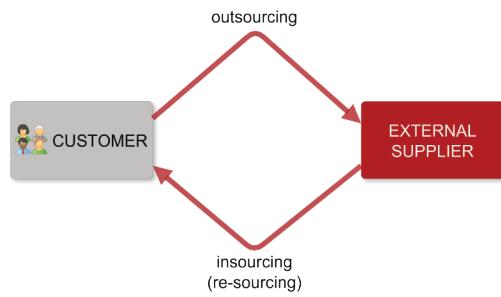


This definition of a **service** applies to every facility discipline, but also to the primary business of any service organization. The standardization that is required for effective cooperation of all these disciplines, in an Enterprise Service Management context, is based on this definition.

# Guideline 4

Sourcing provides an answer to the question “who does what?”. It does not change the task.

Managing the service requires the coordination of *all* involved service teams, internal as well as external.

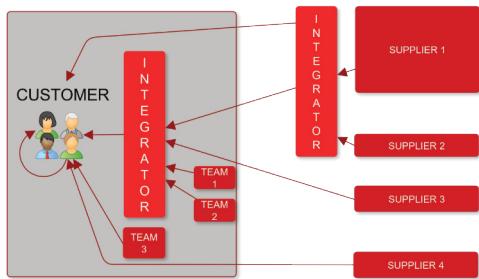


To get **in control** of the service, you first have to get a grip on the activities that are involved in providing the service: it always starts with **what**. After that, the **who** can be determined.

If you are not in control over these activities, you will not be able to successfully outsource the work.

# Guideline 5

The building block of guideline 3 acts as the *link* to build endless service *chains* and service *networks*. Every service organization in a chain or network occupies a similar position as a *service provider*, and acts as a *standard link* for a powerful chain or network.



For a good cooperation between the links in a chain or network, the links should connect well with each other. This requires a certain degree of **standardization** for these links.

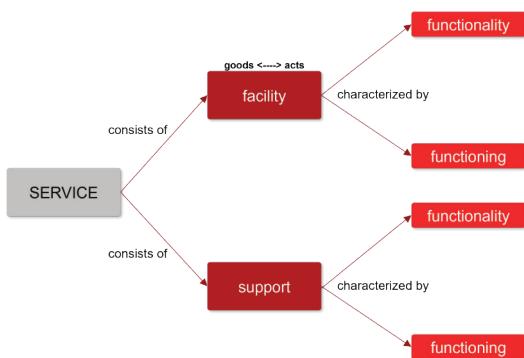
USM provides the structure for this standard. It can be applied to any combination of service providers, for a solid integration.

# Guideline 6



The facility and its support are both characterized by *functionality* and *functioning*.

Every service agreement follows this structure, just like every service report.

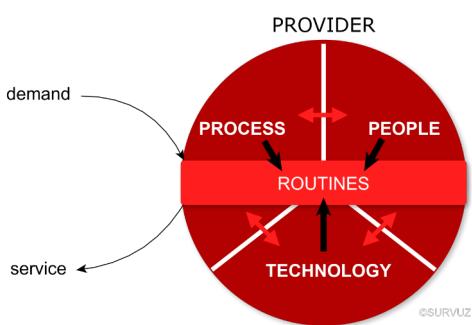


To get in control of a service, a SMART specification of the service is required. Specify both the facility and the support in terms of **functionality** (what can the customer do with it) and **functioning** (how well does it perform), and you've got a great start for an SLA that your customer will understand.

# Guideline 7

An effective service organization converts customer needs into predictable achievements, using structured routines.

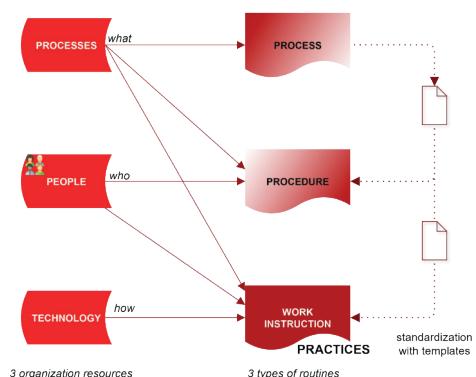
These routines are combinations of the People, Process, and Technology assets: "people do things with stuff".



The service achievements will have to meet numerous continuity requirements. You therefore strive for the most effective and efficient **routines**, to transform customer needs into predictable achievements. Each routine is composed of three **organization resources**: People, Process and Technology, the "who", the "what", and the "how".

# Guideline 8

Routines of the procedure and work instruction type can be derived from an underlying process model, using a simple set of templates. This makes the *process architecture* the most important component of your entire management system, enabling all your practices.

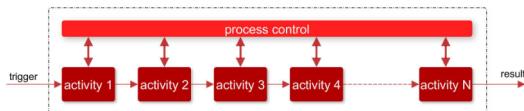


A consistent system of routines for the execution of all tasks of a service organization can only be designed when you have the underlying **process model** in place. All procedures and work instructions (practices) can be derived from that process model, using a simple set of **USM templates**. Your process architecture has now become the crucial factor of your Service Management System.

# Guideline 9

The processes in the process model consist exclusively of activities: they only describe the "what".

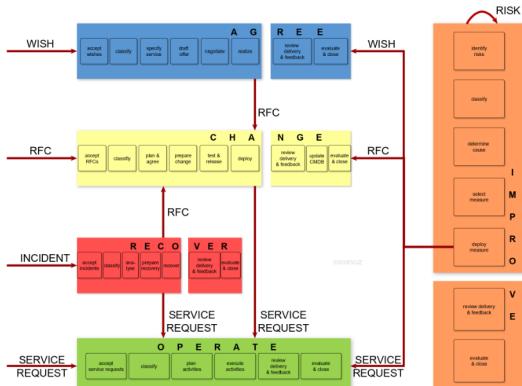
Processes are countable verbs and each process should have a unique, non-redundant and customer-relevant result.



The process model is composed of activities, and is therefore exclusively about the "what", without specifying the "who" or the "how". Processes are sets of activities, so they also are verbs. In a customer focused organization, all processes must have a unique customer-relevant output. All **practices** are derived from these processes.

# Guideline 10

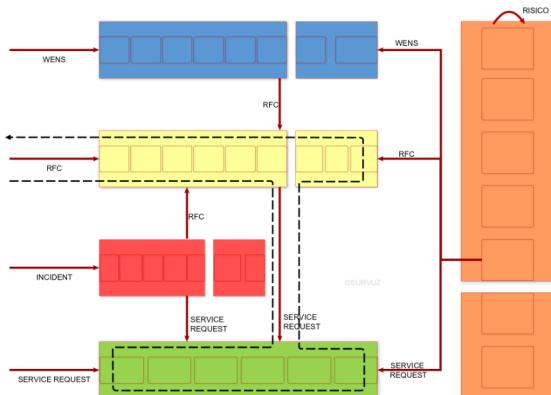
An integral and integrated process model for a service organization has only *five* unique processes that together provide a non-redundant process model. The process model is triggered by the customer (reactively) and by internal stakeholders (proactively).



An integral and integrated process model includes **all activities** for managing the services, but each activity is only recorded **once** in the entire process model. The processes model components now trigger each other to enable the most efficient composite workflows.

# Guideline 11

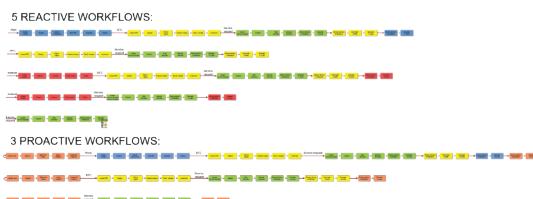
Workflows now describe how *use cases* run through the process model. A workflow is a logic combination of process model components. Work instructions follow workflows. Practices are generalized examples of these work instructions.



Every service achievement requires a logical series of activities, assembled from the building blocks of the process model: the **USM workflows**. Each workflow includes the full set of activities that are required for the service achievement. Each workflow has a result that is unique and meaningful for the customer.

# Guideline 12

An integral and integrated process model has only *eight workflows*. With these eight USM workflows, all activities of the service organization can be managed. Whatever services you provide, they will fit within the eight USM workflows.



The five **reactive workflows** serve to manage the agreed services for the customer. With the three **proactive workflows** the service organization can handle all threats and opportunities to improve its performance.

## Guideline 13



All processes - and therefore all workflows - use the very same tables for prioritizing the work. All priorities are determined at one and only one scale. The prioritization is determined by the explicit and implicit service agreements, within corporate guidelines.

## IMPACT, URGENCY, PRIORITY TABLES

<b>Impact</b>	<b>Specification</b>
<b>Large</b>	<ul style="list-style-type: none"> <li>- Large number of staff influenced and/or not able to do their work</li> <li>- Large number of customers influenced and/or damaged</li> <li>- Financial impact expresses a critical value</li> <li>- Damage on reputation of the organization</li> <li>- Long-term recovery</li> </ul>
<b>Medium</b>	<ul style="list-style-type: none"> <li>- Smaller number of staff influenced and/or not able to do their work</li> <li>- Smaller number of customers influenced and/or damaged</li> <li>- Unlikely financial impact</li> <li>- Limited damage to reputation</li> </ul>
<b>Small</b>	<ul style="list-style-type: none"> <li>- Minimal number of staff influenced and/or not able to do their work</li> <li>- Minimal number of customers influenced and/or damaged</li> <li>- Minimal financial impact</li> </ul>

IMPACT table

URGENCY	Specification
<b>High</b>	<ul style="list-style-type: none"> <li>Damage increases fast</li> <li>Serious increase of damage can be mitigated by quick response</li> <li>Work that cannot be measured in time sensitive</li> <li>Several of the measured users are senior staff with core responsibilities</li> </ul>
<b>Medium</b>	<ul style="list-style-type: none"> <li>Increase of damage is limited</li> <li>Work that cannot be executed is limited time sensitive</li> <li>Only few of the impacted users are senior staff with core responsibilities</li> </ul>
<b>Low</b>	<ul style="list-style-type: none"> <li>No serious increase in damage</li> <li>Work that cannot be executed is not time sensitive</li> </ul>

## URGENCY table

		Impact			
		Low	Medium	High	N/A
Priority	Urgency	High	Critical	High	Medium
	Medium	High	Medium	Low	Minimal
	Low	Medium	Low	Minimal	Never

**PRIORITY class table**

### PRIORITY class table

PRIORITY	Resolution time	Response time
1 Critical	1 hour	Immediately
2 High	4 hours	Immediately
3 Medium	8 hours	4 hours
4 Low	3 working days	1 day
5 Minimal	5 weeks	2 days
6 Error	6 months	2 days

## PRIORITY value table

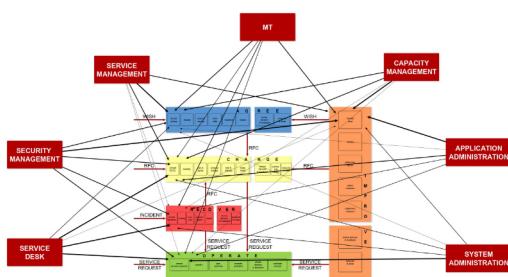
A unified **prioritization system** is required for an efficient cooperation, making it crystal clear for each involved employee which activity has the highest priority.

Such an unified prioritization system therefore applies to all proactive calls (risks), as well as to all reactive calls (wishes, changes, incidents and service requests).

## Guideline 14



The organizational structure can be specified in *profiles* that are organized in teams. All profiles and teams use the same processes to perform their tasks. Organizational changes will not affect the USM process model or the eight USM workflows.



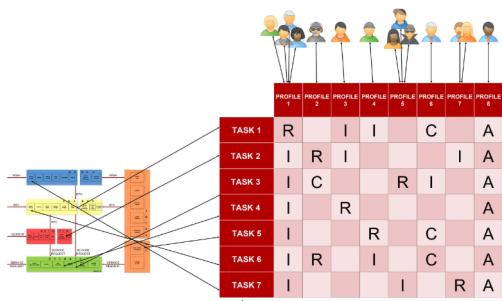
Every organization has its own organizational structure, with its own employees and its own technology. However, the same process model applies to all service organizations.

No matter how you assign the work, all involved employees will always use the same eight USM workflows.

# Guideline 15

The RACI specifies the relationships between the *profiles* in the teams and the *activities* in the USM process model.

For each activity, one and only one profile is accountable (A). The rest of the relationships can be shared over multiple profiles.



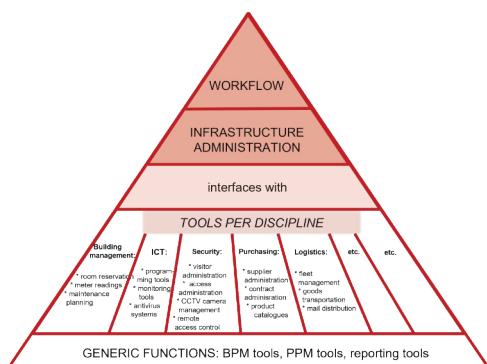
Record the assigned tasks, authorities, and responsibilities with a RACI scheme (**R**esponsible, **A**ccountable, **C**onsulted, **I**nformed). Every organization specifies its own profile structure. USM only specifies the principles for that. The USM process model specifies the activities that make up the tasks.

# Guideline 16



The selected tooling is set up with just the eight templates for the eight USM workflows of the service organization.

This tooling integrates the *call records* with the *managed infrastructure* recorded in the CMDB.

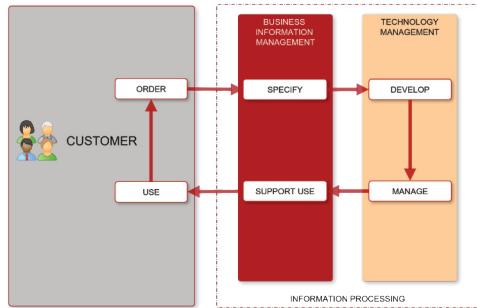


The service management tool has two core functions: supporting the management of the **workflows** and administering the **managed infrastructure**.

An integrated management system for Enterprise Service Management requires a **single integrated database**. This service management tool can be enhanced with a wide range of software products for the mechanization of human actions.

# Guideline 17

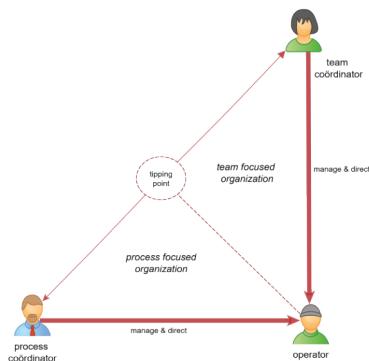
Separation of duties assures control. A facility discipline can use domain separation to get in control of *specifying* as well as *realizing* the services.



Domain separation is a form of **separation of duties**, one of the oldest control mechanisms. Domain separation describes a division into two sub-disciplines. Whether an organization translates that into an *organizational* structure is a local choice.

# Guideline 18

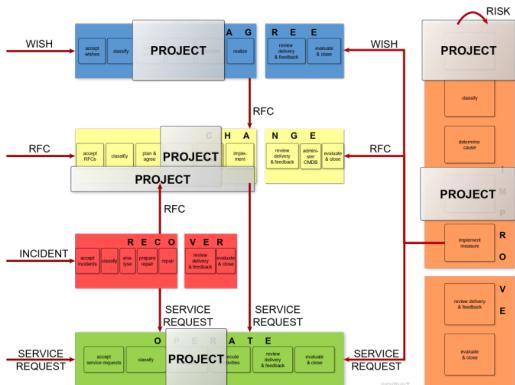
When coordinating the activities, the organization opts for either *team-based* coordination or *process-based* coordination. This choice determines the distribution of powers over process coordinators and team coordinators.



Traditionally, organizations apply team-based coordination systems: the **line** dominates the coordination of operators. Process-based coordination introduces a new hierarchy: **process logic**. Each organization must make a choice which of the two will have most power: **line** or **process**.

# Guideline 19

The routines that are set up with the workflows of the USM process model also apply to project-based work.  
Projects follow processes.



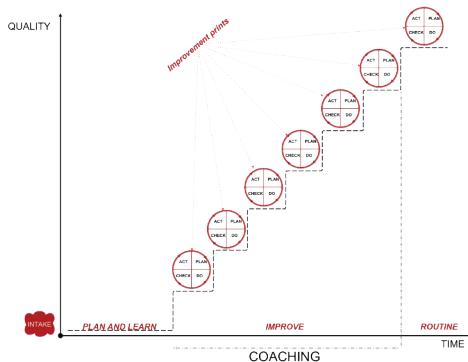
Working on a project basis can be beneficial for the "normal" execution of work – but not all activities are carried out on a project basis.

If work is carried out on a project basis, then that project follows the established **processes**.

This way you avoid complexity in the management system, and projects will benefit from the organization's process architecture.

# Guideline 20

Improvement initiatives follow a step-by-step, iterative approach. Create a list of improvement issues, prioritize a limited number for the next **improvement sprint**, and realize the planned improvement with the USM architecture for maximum assurance.



One of the principles of USM says: "Major changes can best be achieved with small steps". That **agile** principle is the basis for the deployment of USM.

Prepare your USM deployment by introducing the **knowledge** and **understanding** of the USM method, and then plan a step-by-step deployment of USM for your local improvement goals.

# MORE INFORMATION?

The SURVUZ Foundation develops and manages **methods and instruments** that can be used by **service providers** to improve their performance.

SURVUZ applies the following principles:

- Organizational improvement is based on the promotion of **self-managing capabilities**, with learning as the central focus.
- Organizational improvement is only **permanently effective** if it is controlled and carried out by internal employees.
- External support should be limited to the **coaching** of internal employees.

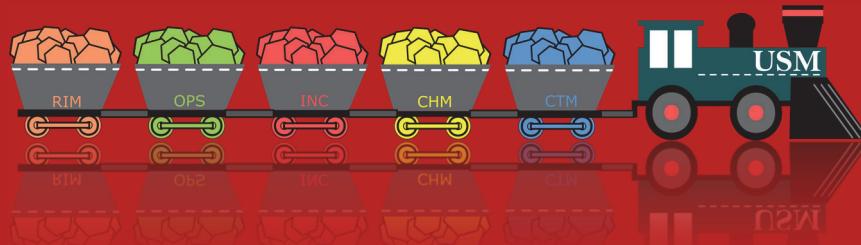
SURVUZ:

- manages the USM method and associated instruments
- promotes the application of the USM method and the dissemination of USM knowledge
- certifies experts and products that support USM in practice
- provides free resources to user organizations that embrace USM
- provides free digital Learning Environments to educational institutes that include USM in their curriculum

All standardized USM knowledge products act as service management *building blocks* in an unambiguous approach.

SURVUZ lists certified experts and products on the USM portal, so USM users can verify that they apply qualified resources in their USM deployment.

For all information about USM and SURVUZ: visit <https://usm-portal.com>



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