



CWDS
Child Welfare Digital Services

CWDS

Request Fulfillment ITIL Detailed Design

Created By:



Project Name CWDS Service Desk Support Services
Document ID: Request Fulfillment ITIL Detailed Design
Version: 1.0
Issue Date: 03/15/2018

Revision History

Date	Version	Description	Author
07-Feb-18	1.0	Request Fulfillment ITIL Detailed Design	Jim McKennan

Approvals

Approver Name	Department/Role	Signature	Date

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Introduction

The purpose of this document is to provide a detailed view of the CWDS Request Fulfillment (RF) process. The document consists of detailed process flows, consisting of procedures with corresponding RACI (Responsible, Accountable, Consulted and Informed) tables and procedure descriptions.

The procedure descriptions include title, purpose, policy statement, input, procedure or work instruction steps, output, metrics, and COBIT® and/or organizational controls.

The content within this detailed design document is largely beyond the scope of the ITIL® Version 3 Service Lifecycle books; however, this detailed design builds on the RF high level design which has been designed to follow the ITIL® best practices.

Purpose

RF is the process responsible for managing the lifecycle of all Service Requests from the users. Effective RF has a very important role in maintaining user satisfaction with the services they are receiving and can directly impact how well Service Desk/IT is perceived throughout OSI.

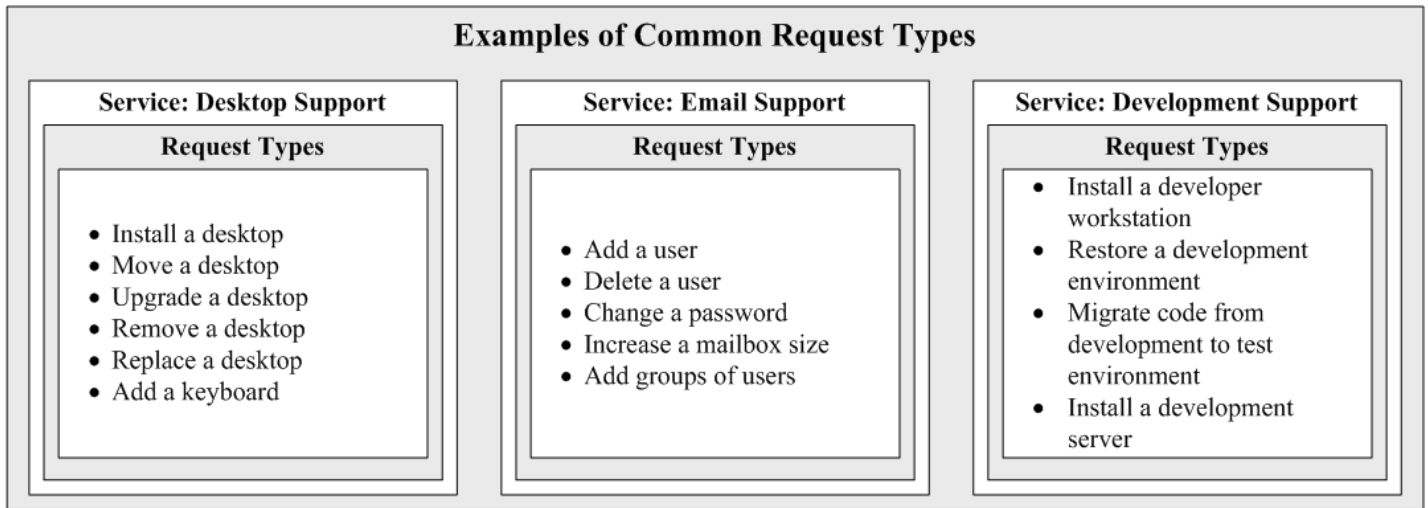
The objectives of the RF process are to:

- Maintain users and customer satisfaction through efficient and professional handling of all Service Requests
- Provide a channel for users to request and receive standard services for which a predefined authorization and qualification process exists
- Provide information to users and customers about the availability of services and the procedure for obtaining them
- Source and deliver the components of requested standard services (e. g. licenses and software media)
- Assist with general information, complaints or comments

Scope

The process needed to fulfill a request will vary depending upon exactly what is being requested but can usually be broken down into a set of activities that have to be performed. For each request, these activities should be documented in a request model and stored in ServiceNow. A request model is “a document with the predefined steps that should be taken to handle a particular type of Service Request in an agreed way.”

The scope of the process can also vary from one organization to another. To simplify matters for the user community, the wider the scope the better. This is especially true where the Service Desk has been designated as the single point of contact (SPOC) for users on a day-to-day basis. Even if the Service Desk is not a SPOC, a wider scope is still easier for users since it reduces the number of places to contact. Here are some examples of common items that can be Service Requests: password resets, software installations, on-boarding a new employee, access requests, general inquiries, “how do I.?” questions, standard changes (these do not require a Request For Change or RFC) and even non-IT requests can be on the list such as copier or printer repair requests and general facility issues if so desired.



Referenced documents

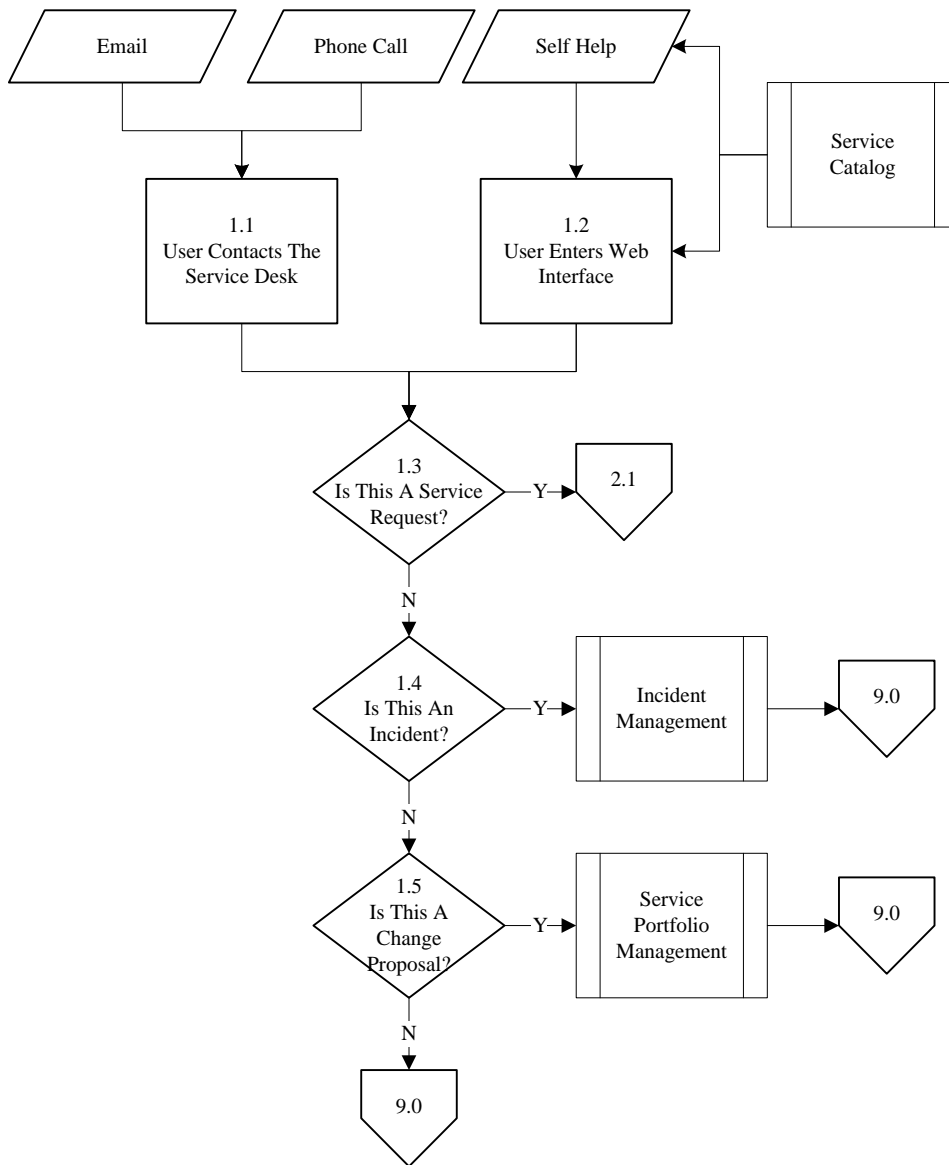
ITIL Service Strategy 2011 Edition; ITIL Service Design 2011 Edition; ITIL Service Transition 2011 Edition; ITIL Service Operation 2011 Edition; ITIL Continual Service Improvement 2011 Edition; COBIT 5 (Control Objectives for Information and related Technology) Enabling Processes 2012 ISACA.¹

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Activity 1.0 Receive Request



RACI Matrix (authority matrix)

Process Roles	Request Fulfillment Process Owner	Request Fulfillment Process Manager	Request Fulfillment Analyst	Service Desk	N-Level Support / Request Fulfillment Process Practitioner	Requester / User	Customer
Activities Within Process							
1.0 Receive Request	A	I	I	R/I		R/I	
1.1 User Contacts The Service Desk	A	I	I	I		R	
1.2 User Enters Web Interface	A	I	I	R/I		R/I	
1.3 Is This A Service Request?	A	I	I	R			
1.4 Is This An Incident?	A	I	I	R		I	
1.5 Is This A Change Proposal?	A	I	I	R		I	

Legend**R** = Responsible: Executes the task**A** = Accountable: Accountable for final result**C** = Consulted: Consulted about the task to provide additional information**I** = Informed: Needs to be kept up-to-date on activities/tasks

Procedure Descriptions

1.1	User Contacts The Service Desk
Purpose	To ensure that the Service Desk is a formal and agreed upon method for users to initiate the RF process.
Policy Statement	When a user requires a Service Request to be initiated it is the responsibility of the requester to contact the Service Desk by the agreed upon method (phone, e-mail, chat, web interface, walk-ups, etc.).
Input	Communication from user via supported input methods such as: <ul style="list-style-type: none"> ○ Email ○ Phone call ○ Web interface ○ Chat ○ Walk-ups
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> ● User contacts the Service Desk ● User describes to the Service Desk the type of service being requested
Output	Information about the Service Request
Metric	<ul style="list-style-type: none"> ● Number of contacts to the Service Desk ● Number of contacts to the Service Desk for potential Service Requests ● Number of contacts to the Service Desk per input method
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

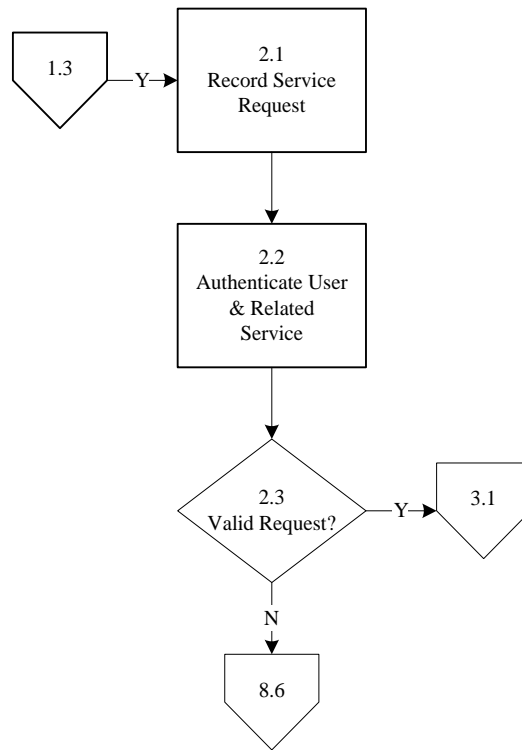
1.2	User Enters Web Interface (ServiceNow)
Purpose	To establish an input point into the RF process through ServiceNow for the automated logging of Service Requests.
Policy Statement	When a Service Request is generated from ServiceNow, it is the responsibility of the Service Desk to ensure that the request can be processed in a timely manner.
Input	Communication from user via ServiceNow
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> ● User logs into ServiceNow ● User finds the description of the service being requested in ServiceNow and submits request ● Service Desk processes request as per policy
Output	Identification of an applicable Service Request model from the web interface
Metric	Number of request models available from ServiceNow
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

1.3	Is This A Service Request?
Purpose	To determine if this is really a Service Request and not an Incident or a Change.
Policy Statement	When determining if this is a Service Request, it is the responsibility of the Service Desk to match the needs of the user/requester to the scope of the RF process.
Input	<ul style="list-style-type: none"> • Communication from user • RF scope/policies
Procedure or Work Instruction Steps	<p>Question the user to determine the nature of the request and the outcome desired</p> <ul style="list-style-type: none"> • If the request is within the scope of RF, begin creating a new Service Request record in ServiceNow • If the request is not within the scope of RF, determine if it is an Incident or a Change
Output	<ul style="list-style-type: none"> • Need for new request determined • Identified Incident or Change
Metric	Number of Service Requests identified
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

1.4	Is This An Incident?
Purpose	To determine if the user is reporting an Incident rather than a Service Request.
Policy Statement	When determining if the user is reporting an Incident, and not a Service Request, it is the responsibility of the Service Desk to match the needs of the user/requester to the scope of the Incident Management process.
Input	<ul style="list-style-type: none"> • Communication from user • Incident Management scope/policies
Procedure or Work Instruction Steps	<p>Question the user to determine the nature of the request and the outcome desired</p> <ul style="list-style-type: none"> • If the user is reporting an Incident, initiate the Incident Management process • If the user is not reporting an Incident, determine if this is a Change Request
Output	Identified Incident
Metric	Number of Incidents entering the RF process in error
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

1.5	Is This A Change Proposal?
Purpose	To determine, if the request has been determined to not be a Service Request or an Incident, if it is for a new service.
Policy Statement	When determining if the request is for a new service, it is the responsibility of the Service Desk to confirm this with the requester.
Input	<ul style="list-style-type: none">• Communication from user/requester• RF scope• Change Management scope• Incident Management scope
Procedure or Work Instruction Steps	<ul style="list-style-type: none">• Discuss with the user/requester the nature of the request• If it is determined to be within the scope of Change Management, notify the user/requester that the request will be handled by the Change Management process
Output	Need for new request determined
Metric	Number of Changes entering the RF process in error
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

Activity 2.0 Request Logging & Validation



RACI Matrix (authority matrix)

Process Roles	Request Fulfillment Process Owner	Request Fulfillment Process Manager	Request Fulfillment Analyst	Service Desk	N-Level Support / Request Fulfillment Process Practitioner	Requester / User	Customer
Activities Within Process							
2.0 Request Logging & Validation	A	C	R/C	R	C/I	C/I	
2.1 Record Service Request	A		R	R		C/I	
2.2 Authenticate User & Related Service	A	C	R/C	R	C/I	C/I	
2.3 Valid Request?	A	C	R/C	R	C/I	C/I	

Legend

R = Responsible: Executes the task

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C = Consulted: Consulted about the task to provide additional information

I = Informed: Needs to be kept up-to-date on activities/tasks

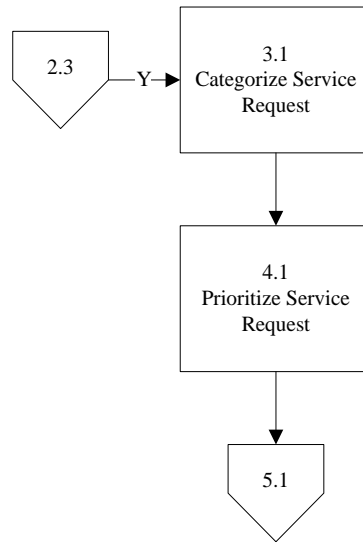
Procedure Descriptions

2.1	Record Service Request
Purpose	To ensure that a new record is created for every Service Request that has not previously been logged and that all mandatory fields are completed on new Service Request records.
Policy Statement	When a Service Request has not been previously logged in ServiceNow it is the responsibility of the Service Desk to create a new Service Request record and complete all mandatory fields.
Input	Information from requester
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Obtain all the required information, for example: <ul style="list-style-type: none"> ○ User details ○ Detailed description of the request ○ The importance of the request • Record all information in ServiceNow
Output	New Service Request record created
Metric	Number of new Service Request records created during reporting period
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

2.2	Authenticate User & Related Service
Purpose	To ensure that Service Requests are only performed for authenticated users and for authenticated services.
Policy Statement	When authenticating a user and the associated service, it is the responsibility of the Service Desk to verify that the user in question is an authorized user and that the service in question is a verified service of OSI.
Input	<ul style="list-style-type: none"> • Service catalog • User database
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Have the user verify their current information • If the user does not exist in ServiceNow attempts should be made to authenticate the user and add them to ServiceNow if appropriate
Output	<ul style="list-style-type: none"> • Updated Service Request record with verified user • Service information
Metric	Number of exceptions for the reporting period
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

2.3	Valid Request?
Purpose	To determine if the user/requester is authorized to request the service and that the service is within the scope of RF.
Policy Statement	When determining if the request is valid, it is the responsibility of the Service Desk to identify that the user/requester is authorized to request the service and that the service is within the scope of RF.
Input	<ul style="list-style-type: none">• Service Request• User database• List of authorized users• List of services within the scope of RF
Procedure or Work Instruction Steps	<ul style="list-style-type: none">• Review the request details• Review the list of authorized users• If the request is valid, begin to categorize the request• If the request is not valid, review the results with the user/requester, refer them to their manager and resolve the Service Request record
Output	Updated Service Request record
Metric	Number of valid Service Requests for the reporting period
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

Activity 3.0 Request Categorization / Activity 4.0 Request Prioritization



RACI Matrix (authority matrix)

Process Roles	Request Fulfillment Process Owner	Request Fulfillment Process Manager	Request Fulfillment Analyst	Service Desk	N-Level Support / Request Fulfillment Process Practitioner	Requester / User	Customer
Activities Within Process							
3.0 Request Categorization	A	C	C	R		C/I	
3.1 Categorize Service Request	A	C	C	R		C/I	
4.0 Request Prioritization	A	C	C	R		C/I	
4.1 Prioritize Service Request	A	C	C	R		C/I	

Legend

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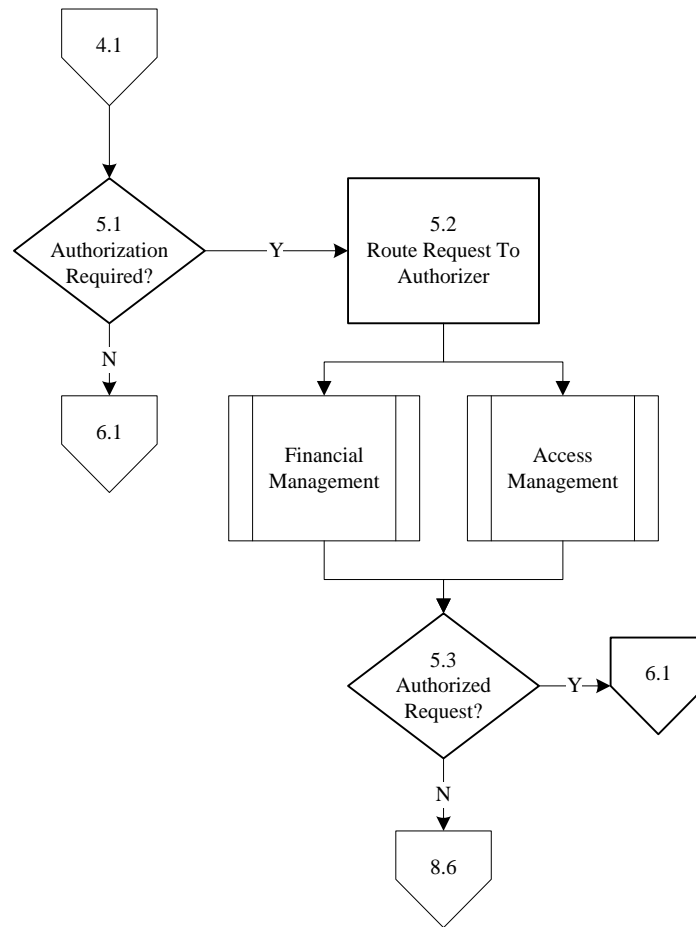
I = Informed: Needs to be kept up-to-date on activities/tasks

Procedure Descriptions

3.1	Categorize Service Request
Purpose	To ensure that all Service Requests are categorized using the agreed upon model.
Policy Statement	When categorizing a Service Request, it is the responsibility of the Service Desk to apply the agreed upon model from ServiceNow to properly categorize the request for fulfillment. (Currently, Service Requests are recorded as Incidents in ServiceNow until the Enterprise version is purchased).
Input	<ul style="list-style-type: none"> • Service Request • Categorization model
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Gather details of the Service Request from the user to help determine its category • Select the category that best matches the request
Output	Categorized Service Request
Metric	Number of correctly categorized Service Requests broken down by category
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

4.1	Prioritize Service Request
Purpose	To ensure that all Service Requests are prioritized according to the agreed upon model.
Policy Statement	When prioritizing a Service Request, it is the responsibility of the Service Desk to prioritize it using the information provided from the initiator and the prioritization model. (See prioritization model in Appendix).
Input	<ul style="list-style-type: none"> • Service Request • Prioritization model • Information from requester
Procedure or Work Instruction Steps	Based on the agreed upon prioritization model, assess the priority of the Service Request
Output	Prioritized Service Request
Metric	<ul style="list-style-type: none"> • Number of Service Requests prioritized for reporting period by priority • Number of Service Request re-prioritized for reporting period by incoming and outgoing priority
Controls	See Governance and Control in Appendix9
Revision History	<Date, description, author>

Activity 5.0 Request Authorization



RACI Matrix (authority matrix)

Process Roles	Request Fulfillment Process Owner	Request Fulfillment Process Manager	Request Fulfillment Analyst	Service Desk	N-Level Support / Request Fulfillment Process Practitioner	Requester / User	Customer
Activities Within Process							
5.0 Request Authorization	A	C/I	C/I	R/C/I		C/I	R/C/I
5.1 Authorization Required?	A	C	C	R/C		C/I	R
5.2 Route Request To Authorizer	A	C	C	R		C/I	C/I
5.3 Authorized Request?	A	I	I	R/C/I		C/I	R

Legend

R = Responsible: Executes the task

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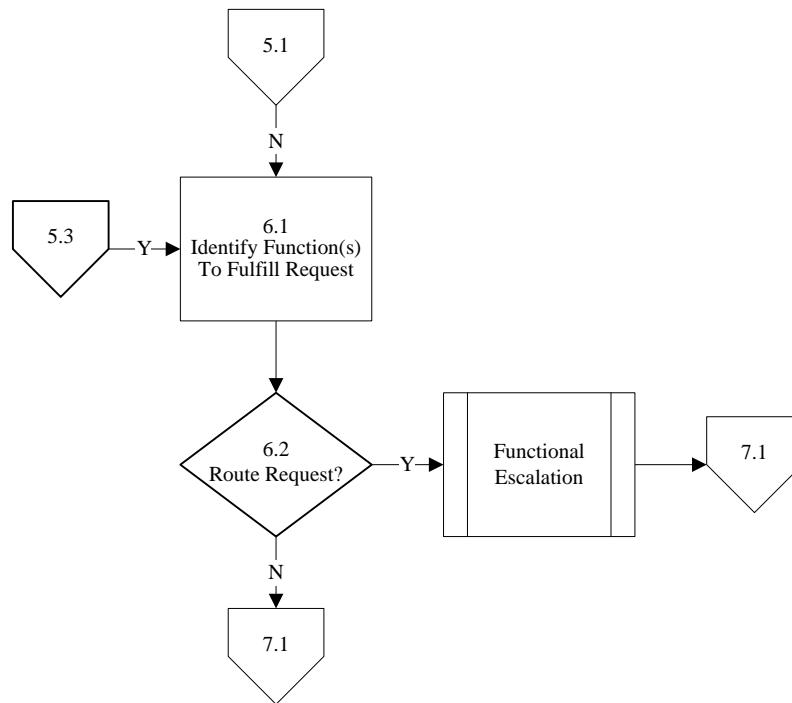
Procedure Descriptions

5.1	Authorization Required?
Purpose	To determine if the Service Request requires authorization prior to fulfillment.
Policy Statement	When determining if a Service Request requires authorization, it is the responsibility of the Service Desk to ensure the request has been authorized.
Input	Service Request Note: Best practice is for the requester to get authorization prior to submitting the Service Request.
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Evaluate the Service Request • Using the Service Request category, the Service Request model and the authorization model, determine if authorization is required • Assist the requester to determine the authorizer, if required
Output	<ul style="list-style-type: none"> • Decision to route request to authorizer • Updated Service Request
Metric	Number of Service Requests received without prior authorization
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

5.2	Route Request To Authorizer
Purpose	To ensure that all requests are routed to the appropriate authorizer.
Policy Statement	When the Service Request requires authorization, the Service Desk will work with the requester to obtain the appropriate authorization.
Input	Service Request
Procedure or Work Instruction Steps	If the request requires authorization the Service Desk will work with the requester to determine who should provide the authorization Note: Access requests will be fulfilled by the Access Management process with permission from the Information Security policy
Output	<ul style="list-style-type: none"> • Updated Service Request • Routed request
Metric	Number of Service Requests requiring authorization
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

5.3	Authorized Request?
Purpose	To determine if the Service Request is authorized.
Policy Statement	When determining if the Service Request is authorized, it is the responsibility of the Service Desk to ensure the decision is documented in the Service Request record.
Input	Service Request
Procedure or Work Instruction Steps	<ul style="list-style-type: none">• Review the request to ensure it has been authorized by the appropriate individual• Update the Service Request record
Output	<ul style="list-style-type: none">• Authorized Service Request• Unauthorized Service Request
Metric	<ul style="list-style-type: none">• Number of authorized Service Requests for reporting period• Number of unauthorized Service Requests for reporting period• Percentage of Service Requests fulfilled that were appropriately authorized
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

Activity 6.0 Request Review



RACI Matrix (authority matrix)

Process Roles	Request Fulfillment Process Owner	Request Fulfillment Process Manager	Request Fulfillment Analyst	Service Desk	N-Level Support / Request Fulfillment Process Practitioner	Requester / User	Customer
Activities Within Process							
6.0 Request Review	A	C	C	R	C/I	I	
6.1 Identify Function(s) To Fulfill Request	A	C	C	R	C/I		
6.2 Route Request?	A		C	R		I	

Legend

R = Responsible: Executes the task

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C = Consulted: Consulted about the task to provide additional information

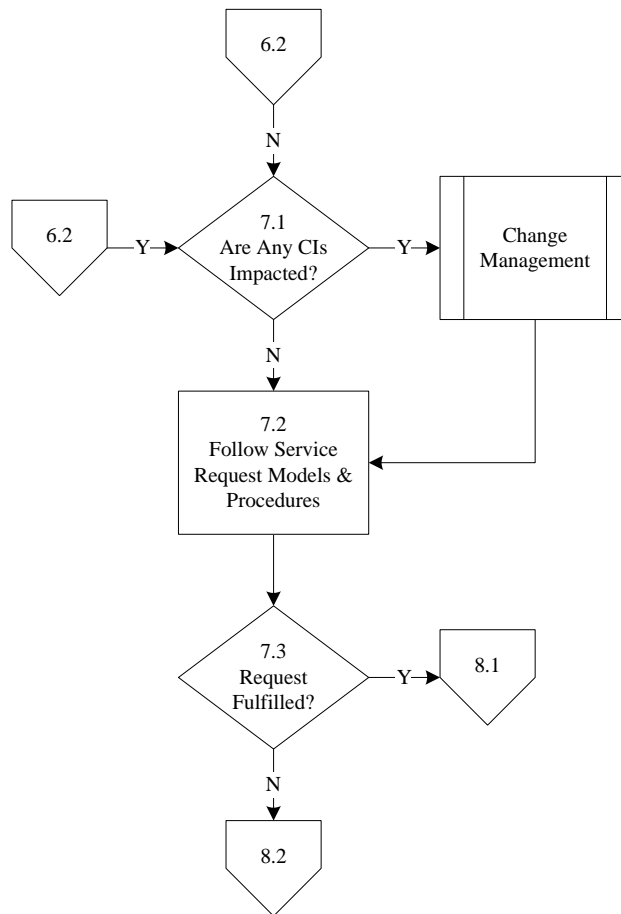
I = Informed: Needs to be kept up-to-date on activities/tasks

Procedure Descriptions

6.1	Identify Function(s) To Fulfill Request
Purpose	To ensure that all Service Requests will be handled by the appropriate function(s).
Policy Statement	When identifying the function(s) best able to fulfill the Service Request, it is the responsibility of the Service Desk to follow the assignment model.
Input	<ul style="list-style-type: none"> • Service Request • Categorization model • Assignment model (TBD)
Procedure or Work Instruction Steps	Use the assignment model to determine the function capable of handling fulfillment of the request
Output	<ul style="list-style-type: none"> • Updated Service Request • Updated assignment model
Metric	Number of correctly/incorrectly identified fulfillment function(s)
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

6.2	Route Request?
Purpose	To determine if the Service Request will have to be forwarded to specialist groups and/or suppliers for fulfillment.
Policy Statement	When determining if the Service Request will be routed to another fulfillment group, it is the responsibility of the Service Desk to monitor and track progress and keep users informed throughout, regardless of the actual fulfillment source.
Input	<ul style="list-style-type: none"> • Service Request • Functional escalation procedures • Service Request models • Categorization model • Assignment model (TBD) • Monitoring procedures • User/requester contact information
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Review the Service Request • Determine if the Service Request can be fulfilled by the Service Desk • If the Service Request cannot be fulfilled by the Service Desk, determine the fulfillment group and route it to them
Output	<ul style="list-style-type: none"> • Updated Service Request • ServiceNow Service Request task records • Work instructions • Service Request models
Metric	Number of routed Service Requests
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

Activity 7.0 Request Model Execution



RACI Matrix (authority matrix)

Process Roles	Request Fulfillment Process Owner	Request Fulfillment Process Manager	Request Fulfillment Analyst	Service Desk	N-Level Support / Request Fulfillment Process Practitioner	Requester / User	Customer
Activities Within Process							
7.0 Request Model Execution	A			R	R/I		
7.1 Are Any CIs Impacted?	A	C	R/C	R	R/C/I		
7.2 Follow Service Request Models & Procedures	A		C	R	R		
7.3 Request Fulfilled?	A		C	R/C/I	R	C	

Legend

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Procedure Descriptions

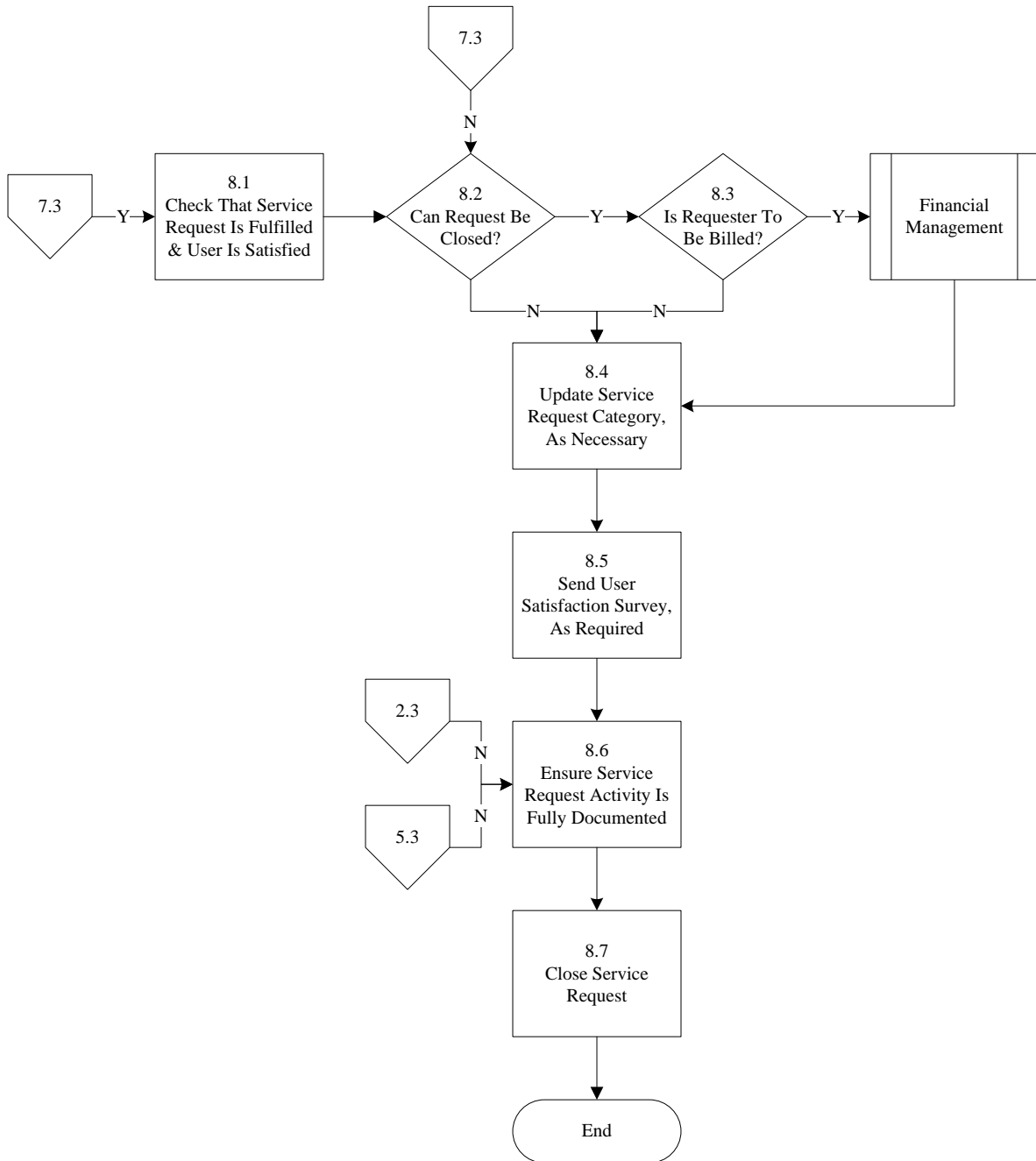
7.1	Are Any CIs Impacted?
Purpose	To determine if any CIs will be impacted with the fulfillment of the Service Request.
Policy Statement	When determining if the Service Request will impact any CIs, it is the responsibility of the Service Desk to communicate the information to the Change Management group to investigate this further.
Input	<ul style="list-style-type: none"> • Service Request • Change Management process, scope, policies and procedures • Configuration Management System (CMS), Configuration Management Database(s) (CMDB) • CIs related to the Service Request
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Work with the Change Management group to determine if any CIs are impacted • Follow Change Management procedures associated with the CIs
Output	<ul style="list-style-type: none"> • Service Request • Updated configuration records • Change Management information
Metric	Number of CIs impacted
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

Note: When the RF process is implemented, it is important that during the implementation project that the Project Manager assign the documentation of Request Models to all the process fulfiller groups including the Service Desk. Each group will fully document the procedure and work instruction steps that they will execute during their portion of the fulfilling of a Service Request by using the Request Model Template located in the Appendix.

7.2	Follow Service Request Models & Procedures
Purpose	To ensure that all Service Requests are fulfilled according to approved procedures and work instructions.
Policy Statement	When fulfilling a Service Request, it is the responsibility of the Service Desk or RF Process Practitioners to follow the appropriate procedures and work instructions.
Input	<ul style="list-style-type: none"> • Service Request • Service Request models • Fulfillment procedures • Work instructions
Procedure or Work Instruction Steps	Complete all the actions necessary to fulfill the Service Request
Output	<ul style="list-style-type: none"> • Fulfilled Service Request • Updated Service Request record
Metric	<ul style="list-style-type: none"> • Number of Service Requests fulfilled for reporting period • Number of Service Requests fulfilled broken down by fulfilling group for the reporting period
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

7.3	Request Fulfilled?
Purpose	To determine if the Service Request has been fulfilled according to approved procedures and work instructions.
Policy Statement	When determining if the Service Request has been fulfilled, it is the responsibility of the Service Desk to review information provided by the fulfillment group/person.
Input	<ul style="list-style-type: none"> • Completed Service Request • Updated Service Request record • Information from fulfillment group/person
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Review the information provided in the Service Request record • Determine if the request has been fulfilled
Output	<ul style="list-style-type: none"> • Updated Service Request • Fulfilled Service Request
Metric	<ul style="list-style-type: none"> • Number of Service Requests fulfilled for reporting period • Number and percentage of Service Requests resolved remotely or through automation, without the need for a visit
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

Activity 8.0 Request Closure



RACI Matrix (authority matrix)

Process Roles	Request Fulfillment Process Owner	Request Fulfillment Process Manager	Request Fulfillment Analyst	Service Desk	N-Level Support / Request Fulfillment Process Practitioner	Requester / User	Customer
Activities Within Process							
8.0 Request Closure	A	C/I	C/I	R	C/I	C/I	C/I
8.1 Check That Service Request Is Fulfilled & User Is Satisfied	A	I	I	R	C/I	C	
8.2 Can Request Be Closed?	A	I	I	R	C/I	C	I
8.3 Is Requester To Be Billed?	A	C	C	R		C	C/I
8.4 Update Service Request Category, As Necessary	A	I	I	R	C/I	I	
8.5 Send User Satisfaction Survey, As Required	A	I	I	R		I	
8.6 Ensure Service Request Activity Is Fully Documented	A	I	I	R	C/I	C/I	
8.7 Close Service Request	A	I	I	R	I	C/I	I

Legend

R = Responsible: Executes the task

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Procedure Descriptions

8.1	Check That Service Request Is Fulfilled & User Is Satisfied
Purpose	To ensure the user is notified that the request has been fulfilled to support communication and provide opportunity for further interaction if the user is not satisfied.
Policy Statement	When notifying the user, it is the responsibility of the Service Desk to ensure that the user is notified that the request has been fulfilled by the approved method.
Input	Service Request
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Notify the user of the fulfillment of the request • Update the Service Request record NOTE: The notification to the requester will be automated through ServiceNow
Output	<ul style="list-style-type: none"> • Notification to user • Updated Service Request record
Metric	Number of users notified for reporting period
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

8.2	Can Request Be Closed?
Purpose	To determine if the Service Request record can be resolved/closed based on the input of the requester. Note: The request will be resolved by the CWDS Service Desk and will be automatically closed within 3 days by ServiceNow.
Policy Statement	When determining if the Service Request record can be resolved/closed, it is the responsibility of the Service Desk to verify this with the requester.
Input	Service Request in resolved status
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Upon review of the Service Request with the requester, determine if the Service Request can be resolved/closed • Update the Service Request record Note: The communication to the requester will be automated through ServiceNow
Output	<ul style="list-style-type: none"> • Decision to resolve/close Service Request • Updated Service Request record
Metric	Number of Service Request records verified as being fulfilled for reporting period
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

8.3	Is Requester To Be Billed? (This procedure may not be relevant to OSI)
Purpose	To determine if the requester will be billed for the fulfillment of the Service Request.
Policy Statement	When determining if the requester will be billed, it is the responsibility of the Service Desk to follow the Financial Management process and procedures.
Input	<ul style="list-style-type: none"> • Service Request • Information from requester • Financial Management process, policies and procedures
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Review the Financial Management scope • Determine if the requester is to be billed
Output	<ul style="list-style-type: none"> • Decision to bill the user requester • Updated Service Request
Metric	Number of Service Requests charged back to the requester
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

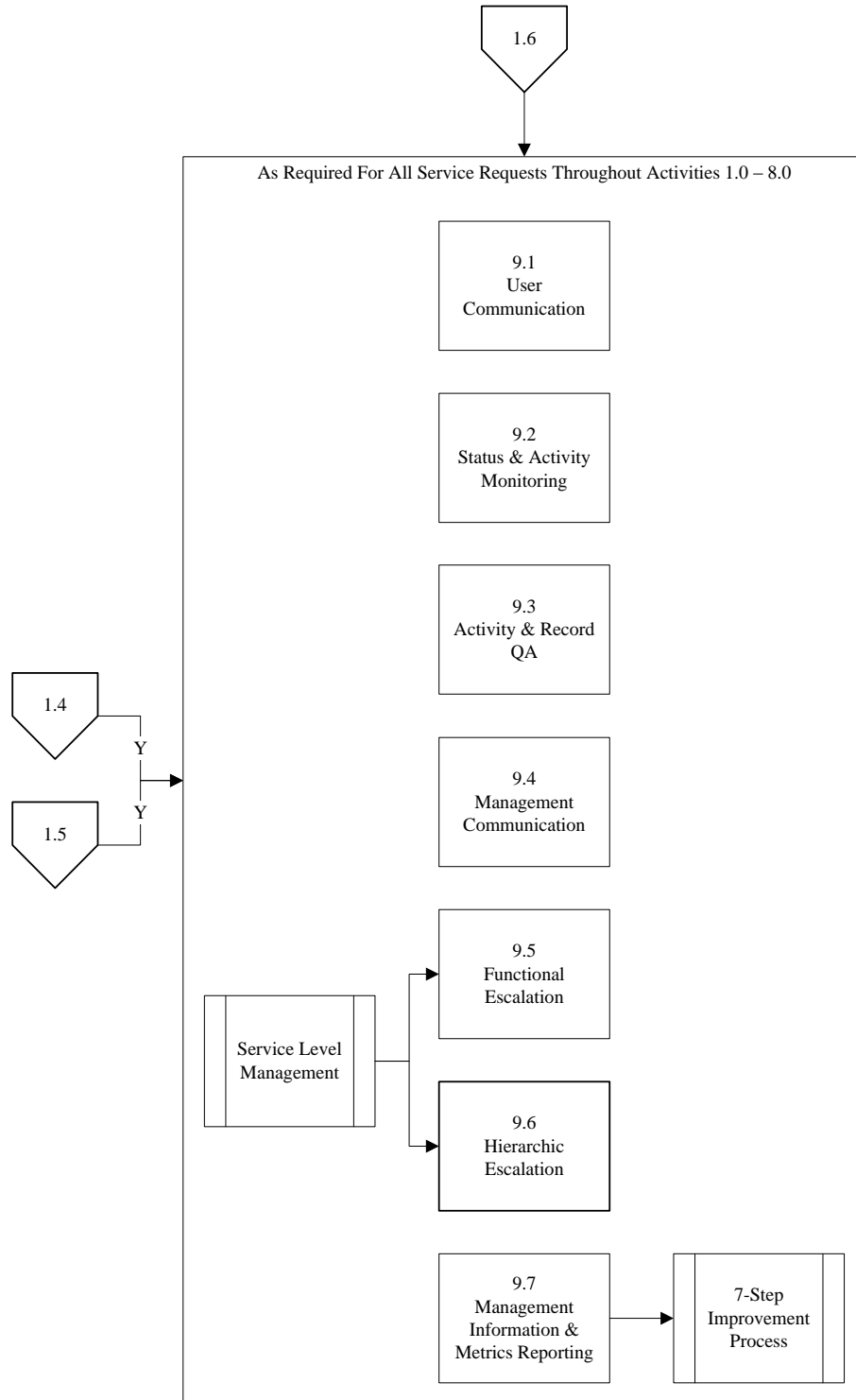
8.4	Update Service Request Category, As Necessary
Purpose	To ensure that Service Requests is categorized correctly.
Policy Statement	When closing a Service Request, it is the responsibility of the Service Desk to check and confirm that the request categorization was correct, or where the categorization turned out to be incorrect, update the record so that a correct closure categorization is recorded for the request.
Input	<ul style="list-style-type: none"> • Service Request • Information from requester • Information from fulfillment group(s) • Categorization model
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Check the initial Service Request category • Analyze the fulfillment activities • Seek advice or guidance from fulfillment group(s) as necessary • Determine if category is incorrect • Update the Service Request record with the correct category if incorrect
Output	Updated Service Request record with correct category
Metric	Number of incorrectly categorized Service Requests
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

8.5	Send User Satisfaction Survey, As Required
Purpose	To ensure that satisfaction surveys are conducted, as required, to determine how satisfied the user is with the service.
Policy Statement	To determine and ensure user satisfaction, it is the responsibility of the Service Desk to carry out a user satisfaction survey for the agreed upon percentage of Service Requests.
Input	<ul style="list-style-type: none"> • Service Request • Satisfaction survey • Criteria for determining if a survey should be carried out
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Determine if a user satisfaction survey should be carried out • Determine if it is a call-back or email survey • Update Service Request record <p>NOTE: ServiceNow Enterprise will be configured to send out a satisfaction survey to a percentage of requesters. However, the Service Desk should also call-back a percentage to speak to the requesters personally</p>
Output	Satisfaction survey sent to user
Metric	<ul style="list-style-type: none"> • Number of survey responses • Percentage of satisfaction surveys answered versus total number of satisfaction surveys sent • Average user survey scores • Level of user satisfaction with the handling of Service Requests
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

8.6	Ensure Service Request Activity Is Fully Documented
Purpose	To ensure that all Service Request information is accurate and up to date prior to closure.
Policy Statement	When validating the Service Request information, it is the responsibility of the Service Desk to verify the mandatory information in the Service Request record
Input	Fulfilled Service Request
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Review the Service Request • Validate that all the information contained within it is accurate and complete • Update Service Request record • Notify the RF Process Owner and/or RF Process Manager with results as needed
Output	Updated Service Request record
Metric	Number of Service Request records updated for reporting period
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

8.7	Close Service Request
Purpose	To ensure that fulfilled Service Request records that have been verified are closed.
Policy Statement	When closing a Service Request, it is the responsibility of the Service Desk to verify the closing of the Service Request record by ServiceNow.
Input	<ul style="list-style-type: none"> • Service Request • Closure policy and procedures
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Update the Service Request record • Notify the user of closure • Verify the closure of the Service Request record <p>Note: ServiceNow will automate the closure three days after fulfillment if no reply from requester is received and will also send a confirmation email to requester. This will be confirmed by the Service Desk Analyst</p>
Output	Closed Service Request
Metric	<ul style="list-style-type: none"> • Average time for handling each type of Service Request • Percentage of Service Requests completed within agreed upon target times • Breakdown of Service Requests at each stage • Percentage of Service Requests closed by the Service Desk without escalation to other levels of support • Total number of Service Requests • Total number of requests (some of which turned out to be something other than a Service Request) outside RF scope • The average cost per type of Service Request • Number of Incidents related to security threats from RF activities
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

Activity 9.0 Request Ownership, Monitoring, Tracking, Escalation & Communication



RACI Matrix (authority matrix)

Process Roles	Request Fulfillment Process Owner	Request Fulfillment Process Manager	Request Fulfillment Analyst	Service Desk	N-Level Support / Request Fulfillment Process Practitioner	Requester / User	Customer
Activities Within Process							
9.0 Request Ownership, Monitoring, Tracking, Escalation & Communication	A	C/I	C/I	R	C/I	C/I	C/I
9.1 User Communication	A	C	C	R	C	I	
9.2 Status & Activity Monitoring	A	C	C	R	R/C	I	I
9.3 Activity & Record QA	A	R/C	C	R	C		
9.4 Management Communication	A	R/C	R/C	R/C	C	I	I
9.5 Functional Escalation	A	C	C	R	R/C	I	
9.6 Hierarchic Escalation	A	R/C	R/C	R/C	C	I	I
9.7 Management Information & Metrics Reporting	A	R/C/I	R/C/I	R/C/I	R/C/I		

Legend**R** = Responsible: Executes the task**A** = Accountable: Accountable for final result**C** = Consulted: Consulted about the task to provide additional information**I** = Informed: Needs to be kept up-to-date on activities/tasks

Procedure Descriptions

9.1	User Communication
Purpose	To ensure that communication is maintained with the user.
Policy Statement	When a Service Request record has been submitted, it is the responsibility of the Service Desk to communicate the status of the request to the user as required.
Input	Service Request record
Procedure or Work Instruction Steps	<ul style="list-style-type: none">• During the lifecycle of the Service Request record, communicate the status of the Service Request to the user. Some of the communication will be automated through ServiceNow• Update the Service Request record where required
Output	Updated Service Request record
Metric	Number of communications to the requesters
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

9.2	Status & Activity Monitoring
Purpose	To ensure that Service Request status is accurate and the record is monitored throughout the lifecycle of the Service Request.
Policy Statement	When a Service Request record has been created and through to closure, it is the responsibility of the Service Desk and RF Analyst(s) to verify the status and monitor the activity of the Service Request record.
Input	Service Request record
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Review progress on open Service Requests • Verify the status and monitor the activity of the Service Request record throughout its lifecycle • Examples of the types of issues to monitor for include: <ul style="list-style-type: none"> ○ Requests for VIP users ○ Requests > 100% SLA expired ○ Requests > 50% of SLA expired ○ Requests < 50% of SLA expired ○ Incorrectly routed requests • Take appropriate action • Update Service Request record where required
Output	Updated Service Request record
Metric	<ul style="list-style-type: none"> • Total number of Service Requests • Number of Service Requests where SLA expired before fulfilling was complete • Number of Service Requests where SLA expired before fulfilling was complete by request category • Number of Service Requests where SLA expired before fulfilling was complete by fulfilling group
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

9.3	Activity & Record QA
Purpose	To ensure that the quality of both the Service Request activity and the Service Request record is reviewed against established Quality Assurance (QA) criteria.
Policy Statement	When a Service Request has been created and finally closed, it is the responsibility of the RF Process Manager to check the quality of the Service Request record throughout the lifecycle.
Input	Service Request record
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Validate the Service Request record for accuracy throughout the lifecycle of the Service Request • Update Service Request record where required • Report any anomalies to the RF Process Owner and RF Process Manager(s)
Output	Updated Service Request record
Metric	<ul style="list-style-type: none"> • Number of Service Requests where quality assurance criteria was not met • Percent of total Service Requests where the quality assurance criteria was not met
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

9.4	Management Communication
Purpose	To ensure that communication is maintained with management.
Policy Statement	When a Service Request record has been created, it is the responsibility of the Service Desk, RF Process Analyst(s) and RF Process Manager(s) to communicate the status of the request to management as required.
Input	Service Request record
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • During the lifecycle of the Service Request record communicate the status of the request to management if necessary • Update the Service Request record where required
Output	<ul style="list-style-type: none"> • Updated Service Request record • Communication to management
Metric	Number of communications to management
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

9.5	Functional Escalation
Purpose	To ensure that defined functional escalation procedures are followed throughout the lifecycle of the Service Request.
Policy Statement	When a Service Request record has been created and through to closure, it is the responsibility of the Service Desk and RF Process Practitioner to follow defined functional escalation procedures.
Input	<ul style="list-style-type: none"> • Defined functional escalation procedures • Service Request record
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Determine whether functional escalation is required to fulfill Service Request • Follow defined functional escalation procedures • Update Service Request record where required
Output	<ul style="list-style-type: none"> • Updated Service Request record • Functionally escalated Service Request record
Metric	Number of Service Requests where a required functional escalation did not take place
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

9.6	Hierarchic Escalation
Purpose	To ensure that defined hierarchic escalation procedures are followed throughout the lifecycle of the Service Request.
Policy Statement	When a Service Request record has been created and through to closure, it is the responsibility of the Service Desk, RF Process Analysts and RF Process Manager(s) to follow defined hierarchic escalation procedures.
Input	<ul style="list-style-type: none"> • Defined hierarchical escalation procedures • Service Request record
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Ensure the reason for the escalation is clearly defined • Determine whether hierarchical escalation is required to resolve any issues related to fulfilling the Service Request • Follow defined hierarchical escalation procedures • Update Service Request record where required
Output	<ul style="list-style-type: none"> • Updated Service Request record • Hierarchically escalated Service Request record
Metric	Number of Service Requests where a required hierarchical escalation did not take place
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

9.7	Management Information & Metrics Reporting
Purpose	To ensure that management information and metrics reports are provided where necessary.
Policy Statement	As part of the RF process, it is the responsibility of the Service Desk, RF Process Practitioner(s), RF Process Analyst(s) and RF Process Manager(s) to provide management information and metrics reports to the required individuals/groups
Input	RF management information
Procedure or Work Instruction Steps	<ul style="list-style-type: none"> • Compile all RF management information • Analyze and document management information and metrics reports • The following is some of the criteria to be used for management reports <ul style="list-style-type: none"> ○ Category of Service Request ○ Priority of Service Request ○ Groups which fulfill Service Requests ○ SLA information on Service Requests
Output	Management information and metrics reports
Metric	<ul style="list-style-type: none"> • Number of Service Requests by category • Number of Service Requests by priority • Number of Service Requests by fulfiller groups • Number and percent of Service Requests that did not meet SLA • Number and percent of Service Requests that did not meet SLA by fulfiller group • Number and percent of Service Requests that were categorized incorrectly • Number of Service Requests that should have been handled by Change Management • Number of Service Requests that should have been handled by Incident Management • Average age of Service Requests • Average age of Service Requests by category • Average age of Service Requests by fulfiller group
Controls	See Governance and Control in Appendix
Revision History	<Date, description, author>

Appendix A - Request Fulfillment (RF) Roles

RF Process Owner

The RF Process Owner is accountable for ensuring that the RF process is fit for its purpose. They are also accountable for ensuring that RF is performed according to the agreed and documented standard and meets the aims of the process definition. The RF Process Owner's responsibilities typically include:

- Designing request fulfillment models and workflows
- Defining RF process strategy
- Assisting with RF process design
- Ensuring that appropriate RF process documentation is available and current
- Defining appropriate RF policies and standards to be employed throughout the process
- Periodically auditing the RF process to ensure compliance to policy and standards
- Communicating RF process information or changes as appropriate to ensure awareness
- Providing RF process resources to support activities required throughout the service lifecycle
- Ensuring that RF process staff have the required knowledge and the required technical and business understanding to deliver the RF process, and understand their role in the RF process
- Reviewing opportunities for RF process enhancements and for improving the efficiency and effectiveness of the RF process
- Addressing issues with the running of the RF process
- Identifying improvement opportunities for inclusion in the Continual Service Improvement (CSI) register
- Working with the CSI Manager and RF Process Manager(s) to review and prioritize improvements in the CSI register
- Making improvements to the RF process
- Sponsoring and managing changes in the RF process
- Working with other process owners to ensure there is an integrated approach to the design and implementation of RF, Incident Management, Event Management, Access Management and Problem Management

RF Process Manager(s)

This role is often similar to a Service Desk Manager. They are accountable for the operational management of the RF process. The RF Process Manager(s) responsibilities typically include:

- Planning and managing support for RF tools and processes
- Coordinating interfaces between RF and other service management processes
- Handling staff, customer and management concerns, requests, issues and inquiries related to RF
- Ensuring RF activities operate in line with service level targets
- Reviewing and analyzing all RF reports to proactively seek improvements
- Overseeing actions to obtain feedback from customers on quality of RF activities
- Assisting with activities to appropriately identify needed staffing resource levels to handle demand for RF activities and services
- Ensuring all authorized service requests are being fulfilled on a timely basis
- Representing RF activities at Change Advisory Board (CAB) meetings
- Reviewing the initial prioritization of service requests to determine accuracy and consistency.

RF Analyst(s)

The RF Analysts are responsible for fulfillment of service requests to maintain high levels of satisfaction with IT services. It oversees, manages and coordinates all activities to respond to a service request and serves as a single point of contact until it has been fulfilled. Some RF Analysts will also be Service Desk Analysts. The main responsibilities typically include:

- Providing a single point of contact and end-to-end responsibility to ensure submitted Service Requests have been processed
- Providing initial triage of Service Requests to determine which IT resources should be engaged to fulfill them
- Communicating Service Requests to other IT resources that will be involved in fulfilling them
- Escalating Service Requests in line with established service level targets, escalation policy and assignment models
- Ensuring that Service Requests are appropriately logged

Initial handling of service requests is commonly undertaken by the Service Desk. Any service requests that cannot be fulfilled at the Service Desk will be escalated to the appropriate subject-matter experts or groups per escalation policy, assignment model and service level targets.

RF Process Practitioner(s)

The RF Process Practitioner can be someone who is a Service Desk Analyst that will be fulfilling Service Requests at the Service Desk or it may be someone who is a part of a specialist group outside of the Service Desk who is responsible for carrying out one or more fulfilling activities.

The RF Process Practitioners' responsibilities typically include:

- Understanding how their role contributes to the overall delivery of service and the 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
- Executing one or more fulfilling activities

Appendix B - OSI Governance and Control

Key ITIL/Service Management Roles for Function, Process and ITSM Control and Governance:

NOTE: The accountabilities and responsibilities of all these roles below are all excerpted from the ITIL publications Service Strategy, Service Design and Service Operation.

The roles described below are intended as overview and can be added to the existing responsibilities of more specific roles defined earlier in this document and/or other documents.

To ensure that we have proper control and governance of our processes, services and functions we suggest that the State CWDS organization appoints the following roles:

Director of Service Management or Director of SMO (Service Management Office) or Director of ITSM (IT Service Management)

This role will be responsible for all of our ITSM processes and/or to establish a Service Management Office (SMO). *It is a key role in the overall governance of ITSM and is often the missing piece in the success of ITSM.*

The Director's responsibilities would include:

- Takes overall responsibility for the successful implementation and operation of OSI's ITSM (ITIL) processes
- Proposes, initiates and manages any ITSM service improvement initiatives
- Works with individual Service Owners, Process Owners and Process Managers to identify issues, performance levels and potential improvements
- Manages resources between the ITSM processes and functions
- Takes responsibility for overseeing ITSM staff development and training

Process Owner: The Process Owner is accountable to ensure that the process is fit for its purpose. (This person can also take on the role of Process Manager in smaller organizations). The Process Owner makes sure that: the process is executed/performed according to the agreed and documented standards of the process; it meets the aims of the process definition, in part, by holding people accountable for their behavior related to the execution of the process. The owner's responsibilities include sponsorship, design, change management and continual improvement of the process and its metrics. *This role and the other process roles are a significant factor in the ability to "control" processes to make sure processes operate efficiently and effectively.*

The person chosen to be a Process Owner must be at a senior level at OSI to have the level of credibility and authority to inspire others (Process Managers and Process Practitioners). This allows the execution of the process correctly, even though those people may not report to the Process Owner.

The Process Owner's responsibilities would include:

- Ensuring that the ongoing service delivery and support meet agreed customer requirements
- Defining 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 appropriate and change the strategy 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 OSI Staff 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
- Sponsoring and ‘change managing’ the process and its metrics

The **Process Manager** is accountable for the operational management of the process. The Process Manager’s responsibilities include planning and coordination of all the activities required to carry out, monitor, and report on the process.

The Process Manager’s responsibilities would include:

- Working with the Process Owner to plan and coordinate 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

A **Process Practitioner** is responsible for carrying out one or more process activities. There are usually multiple Process Practitioners who may have titles which are more specific to their respective processes.

The responsibilities of the Process Practitioner would include:

- Carrying out one or more of the activities of a process
- Understanding how their role contributes to the overall delivery of services and the creation of value for the business (from the Process Owner and/or Process Manager)

- Working with other stakeholders, such as their Manager, co-workers, users and customers, to ensure that their contributions are effective
- Ensuring that their inputs, outputs and interfaces for their activities are correct
- Creating or updating records to show that activities have been carried out correctly (This important step should be audited and reviewed by the Process Owner and/or Process Manager for compliance to the process policies, objectives and procedures)

The next critical role is the **Service Owner**.

This is another key role in the overall governance of ITSM and is often the missing piece in the success of ITSM.

To ensure that each 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 (e.g. Communications services, Applications, etc.). The Service Owner is responsible to the customer for the initiation, transition (change management), ongoing maintenance and support of a particular service. They are then accountable to the Director of Service Management, for the delivery of the service. Therefore, the Service Owner will also be a stakeholder in all the processes which enable or support the service that they own. The Service Owner's accountability for a specific service within OSI is independent of where the underpinning technology components, processes, or professional capabilities reside.

The Service Owner's responsibilities would include:

- Ensure that the ongoing service delivery and support meet agreed customer requirements
- Working with the Business Relationship Management process to understand and translate customer requirements into activities or service components that will ensure that OSI can meet those requirements
- Ensuring consistent and appropriate communication with customers for service-related inquiries and issues
- Assisting in assessing the impact of new services or changes to existing services
- Identifying opportunities for service improvements, discussing these with the customer and submitting RFC's as appropriate to facilitate those improvements
- Interfacing 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 and Service components
- Serving as the point of escalation (notification) for major incidents relating to the service
- Representing the service in 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 Catalog is up to date and is maintained
- Participating in helping to negotiate SLAs and 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(s) they own.

When all the parties assigned to these roles take their roles seriously, are trained properly and get support from management that reinforces the importance of these roles we can better manage and deliver services to our customers and users more successfully. ***And this builds governance into what we do.***

Appendix C - Request Model Template

Request models document a standard work flow, roles and responsibilities for fulfilling a Service Request, ensuring that a repeatable and consistent set of actions are always undertaken for each request type.

Request Model	<Name of the Service Request model>
Category	<Request Category name>
Summary	<Provide a purpose and high level description of this request model. Service requests might include: request for assistance with the acquisition of a service; guidance on how to use a service; a password change; on-boarding a new employee; relocating desktop equipment; installing a standard software application; or may be a request for information>
Input	<Define any prerequisites needed (information, forms, policies, authorizations, etc.) for the request to be fulfilled>
Financial Requirements	<If applicable, indicate costs incurred by fulfillment activities or if requesters are to be billed for them>
Procedure or Work Instruction Steps	<p><Describe the standard work steps and activities to fulfill the request. Include the individuals or support groups involved, target timescales and escalation paths. Indicate if the steps are to be performed in sequence, in what order, and/or if they can be performed in parallel</p> <p>1. Task 1</p> <ul style="list-style-type: none"> a. Instruction 1 b. Instruction 2 c. Instruction (n)... <p>2. Task 2</p> <ul style="list-style-type: none"> a. Instruction 1 b. Instruction 2 c. Instruction (n)...>
Output	<List the expected output(s) and outcome(s) the user/customer can expect to receive>
Flow Chart	<Provide a graphical flow of the tasks required to fulfill the request>
Service Level Objective	<The agreed set of criteria for determining the priority based on business need>
Revision History	<Date, Description, Author>

Appendix D - Prioritization Model

ITIL Prioritization Model

Below is a standard ITIL Best Practices prioritization model from the ITIL Service Operation book. It is generally used for Incidents, Problems, Service Requests and Changes. The priority is based on Impact and Urgency.

Impact

Impact is a measure of the effect of an incident, problem, request or change on business processes. Impact may also be measured by how many users are affected or how many services or Configuration Items (CI) are affected. Impact is often based on how service levels will be affected.

Urgency

Urgency is a measure of how long it will be before an incident, problem, request or change has a significant impact on the business.

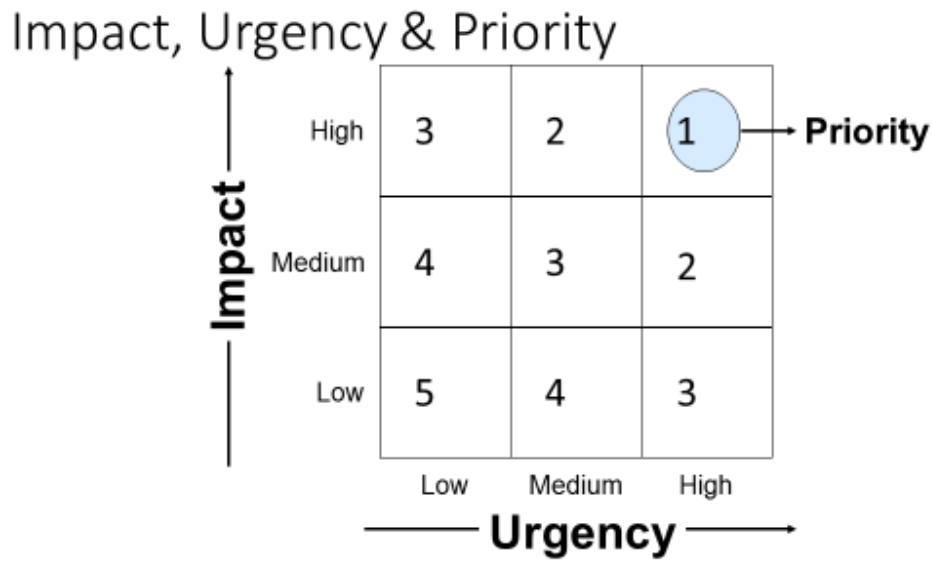
Timescales

The timescales for responding and resolving each priority is negotiated through the Service Level Management process and recorded in the Service Level Agreement (SLA) with customer groups, Operational Level Agreements (OLA) between internal support teams, and Underpinning Contracts (UC) with third-party suppliers negotiated through the Supplier Management process.

Note: OSI currently does not have a formal Service Level Management process nor a formal Supplier Management process. No response or fulfillment timescales have been determined yet for Service Requests.

Priority response and fulfillment timescales:

- P1 Respond by TBD fulfill by TBD
- P2 Respond by TBD fulfill by TBD
- P3 Respond by TBD fulfill by TBD
- P4 Respond by TBD fulfill by TBD
- P5 Respond by TBD fulfill by TBD



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Appendix E - ITIL Acronyms and Glossary

Acronyms list

ACD	Automatic Call Distribution	MTBF	Mean Time Between Failures
AM	Availability Management	MTBSI	Mean Time Between Service Incidents
AMIS	Availability Management Information System	MTRS	Mean Time to Restore Service
ASP	Application Service Provider	MTTR	Mean Time To Repair
BCM	Business Capacity Management	NPV	Net Present Value
BCM	Business Continuity Management	OGC	Office of Government Commerce
BCP	Business Continuity Plan	OLA	Operational Level Agreement
BIA	Business Impact Analysis	OPEX	Operational Expenditure
BRM	Business Relationship Manager	OPSI	Office of Public Sector Information
BSI	British Standards Institution	PBA	Pattern of Business Activity
BSM	Business Service Management	PFS	Prerequisite for Success
CAB	Change Advisory Board	PIR	Post-Implementation Review
CAB/EC	Change Advisory Board/Emergency Committee	PSA	Projected Service Outage
CAPEX	Capital Expenditure	QA	Quality Assurance
CCM	Component Capacity Management	QMS	Quality Management System
CFIA	Component Failure Impact Analysis	RCA	Root Cause Analysis
CI	Configuration Item	RFC	Request for Change
CMDB	Configuration Management Database	ROI	Return on Investment
CMIS	Capacity Management Information System	RPO	Recovery Point Objective
CMM	Capability Maturity Model	RTO	Recovery Time Objective
CMMI	Capability Maturity Model Integration	SAC	Service Acceptance Criteria
CMS	Configuration Management System	SACM	Service Asset and Configuration Management\
COTS	Commercial off the Shelf	SCD	Supplier and Contract Database
CSF	Critical Success Factor	SCM	Service Capacity Management
CSI	Continual Service Improvement	SDP	Service Design Package
CSP	Core Service Package	SFA	Service Failure Analysis
CTI	Computer Telephony Integration	SIP	Service Improvement Plan
DIKW	Data-to-Information-to-Knowledge-to-Wisdom	SKMS	Service Knowledge Management System
ELS	Early Life Support	SLA	Service Level Agreement
eSCM-CL	eSourcing Capability Model for Client Organizations	SLM	Service Level Management
eSCM-SP	eSourcing Capability Model for Service Providers	SLP	Service Level Package
FMEA	Failure Modes and Effects Analysis	SLR	Service Level Requirement
FTA	Fault Tree Analysis	SMO	Service Maintenance Objective
IRR	Internal Rate of Return	SoC	Separation of Concerns
ISG	IT Steering Group	SOP	Standard Operating Procedures
ISM	Information Security Management	SOR	Statement of requirements
ISMS	Information Security Management System ISO International Organization for Standardization ISP Internet Service Provider	SPI	Service Provider Interface
IT	Information Technology	SPM	Service Portfolio Management
ITSCM	IT Service Continuity Management	SPO	Service Provisioning Optimization
ITSM	IT Service Management	SPOF	Single Point of Failure
itSMF	IT Service Management Forum	TCO	Total Cost of Ownership
IVR	Interactive Voice Response	TCU	Total Cost of Utilization
KEDB	Known Error Database	TO	Technical Observation
KPI	Key Performance Indicator	TOR	Terms of Reference
LOS	Line of Service	TQM	Total Quality Management
M_o_R	Management of Risk	UC	Underpinning Contract
		UP	User Profile
		VBF	Vital Business Function
		VOI	Value on Investment
		WIP	Work in Progress

Definitions List

The publication names included in parentheses after the name of a term identify where a reader can find more information about that term. This is either because the term is primarily used by that publication or because additional useful information about that term can be found there. Terms without a publication name associated with them may be used generally by several publications, or may not be defined in any greater detail than can be found in the glossary, i.e. we only point readers to somewhere they can expect to expand on their knowledge or to see a greater context. Terms with multiple publication names are expanded on in multiple publications.

Where the definition of a term includes another term, those related terms are highlighted in a second color. This is designed to help the reader with their understanding by pointing them to additional definitions that are all part of the original term they were interested in. The form 'See also Term X, Term Y' is used at the end of a definition where an important related term is not used with the text of the definition itself.

Acceptance

Formal agreement that an IT Service, Process, Plan, or other Deliverable is complete, accurate, Reliable and meets its specified Requirements. Acceptance is usually preceded by Evaluation or Testing and is often required before proceeding to the next stage of a Project or Process.

Access Management

(Service Operation) The Process responsible for allowing Users to make use of IT Services, data, or other Assets. Access Management helps to protect the Confidentiality, Integrity and Availability of Assets by ensuring that only authorized Users are able to access or modify the Assets. Access Management is sometimes referred to as Rights Management or Identity Management.

Account Manager

(Service Strategy) A Role that is very similar to Business Relationship Manager, but includes more commercial aspects. Most commonly used when dealing with External Customers.

Accounting

(Service Strategy) The Process responsible for identifying actual Costs of delivering IT Services, comparing these with budgeted costs, and managing variance from the Budget.

Accredited

Officially authorized to carry out a Role. For example, an accredited body may be authorized to provide training or to conduct Audits.

Active Monitoring

(Service Operation) Monitoring of a Configuration Item or an IT Service that uses automated regular checks to discover the current status. See also Passive Monitoring.

Activity

A set of actions designed to achieve a particular result. Activities are usually defined as part of Processes or Plans, and are documented in Procedures.

Agreement

A Document that describes a formal understanding between two or more parties. An Agreement is not legally binding unless it forms part of a Contract. See also Service Level Agreement, Operational Level Agreement.

Alert

(Service Operation) A warning that a threshold has been reached, something has changed, or a Failure has occurred. Alerts are often created and managed by System Management tools and are managed by the Event Management Process.

Application

Software that provides Functions that are required by an IT Service. Each Application may be part of more than one IT Service. An Application runs on one or more Servers or Clients. See also Application Management, Application Portfolio.

Application Management

(Service Design) (Service Operation) The Function responsible for managing Applications throughout their Lifecycle.

Application Portfolio

(Service Design) A database or structured Document used to manage Applications throughout their Lifecycle. The Application Portfolio contains key Attributes of all Applications. The Application Portfolio is sometimes implemented as part of the Service Portfolio, or as part of the Configuration Management System.

Application Sizing

(Service Design) The Activity responsible for understanding the Resource Requirements needed to support a new Application, or a major Change to an existing Application. Application Sizing helps to ensure that the IT Service can meet its agreed Service Level Targets for Capacity and Performance.

Architecture

(Service Design) The structure of a System or IT Service, including the Relationships of Components to each other and to the environment they are in. Architecture also includes the Standards and Guidelines that guide the design and evolution of the System.

Assessment

Inspection and analysis to check whether a Standard or set of Guidelines is being followed, that Records are accurate, or that Efficiency and Effectiveness targets are being met. See also Audit.

Asset

(Service Strategy) Any Resource or Capability. Assets of a Service Provider including anything that could contribute to the delivery of a Service. Assets can be one of the following types: Management, Organization, Process, Knowledge, People, Information, Applications, Infrastructure, and Financial Capital.

Asset Management

(Service Transition) Asset Management is the Process responsible for tracking and reporting the value and ownership of financial Assets throughout their Lifecycle. Asset Management is part of an overall Service Asset and Configuration Management Process. See also Asset Register.

Asset Register

(Service Transition) A list of Assets that includes their ownership and value. Asset Management maintains the Asset Register.

Attribute

(Service Transition) A piece of information about a Configuration Item. Examples are: name, location, Version number, and Cost. Attributes of CIs are recorded in the Configuration Management Database (CMDB). See also Relationship.

Audit

Formal inspection and verification to check whether a Standard or set of Guidelines is being followed, that Records are accurate, or that Efficiency and Effectiveness targets are being met. An Audit may be carried out by internal or external groups.

Automatic Call Distribution (ACD)

(Service Operation) Use of Information Technology to direct an incoming telephone call to the most appropriate person in the shortest possible time. ACD is sometimes called Automated Call Distribution.

Availability

(Service Design) Ability of a Configuration Item or IT Service to perform its agreed Function when required. Availability is determined by Reliability, Maintainability, Serviceability, Performance, and Security. Availability is usually calculated as a percentage. This calculation is often based on Agreed Service Time and Downtime. It is Best Practice to calculate Availability using measurements of the Business output of the IT Service.

Availability Management

(Service Design) The Process responsible for defining, analyzing, planning, measuring and improving all aspects of the Availability of IT services. Availability Management is responsible for ensuring that all IT Infrastructure, Processes, Tools, Roles, etc. are appropriate for the agreed Service Level Targets for Availability.

Availability Plan

(Service Design) A Plan to ensure that existing and future Availability Requirements for IT Services can be provided Cost Effectively.

Back-out

See Remediation.

Backup

(Service Design) (Service Operation) Copying data to protect against loss of Integrity or Availability of the original.

Balanced Scorecard

(Continual Service Improvement) A management tool developed by Drs Robert Kaplan (Harvard Business School) and David Norton. A Balanced Scorecard enables a Strategy to be broken down into Key Performance Indicators. Performance against the KPIs is used to demonstrate how well the Strategy is being achieved. A Balanced Scorecard has four major areas, each of which has a small number of KPIs. The same four areas are considered at different levels of detail throughout the Organization.

Baseline

(Continual Service Improvement) A Benchmark used as a reference point. For example:

- An ITSM Baseline can be used as a starting point to measure the effect of a Service Improvement Plan
- A Performance Baseline can be used to measure changes in Performance over the lifetime of an IT Service
- A Configuration Management Baseline can be used to enable the IT Infrastructure to be restored to a known Configuration if a Change or Release fails.

Benchmark

(Continual Service Improvement) The recorded state of something at a specific point in time. A Benchmark can be created for a Configuration, a Process, or any other set of data. For example, a benchmark can be used in:

- Continual Service Improvement, to establish the current state for managing improvements
- Capacity Management, to document performance characteristics during normal operations.

See also Benchmarking, Baseline.

Benchmarking

(Continual Service Improvement) Comparing a Benchmark with a Baseline or with Best Practice. The term Benchmarking is also used to mean creating a series of Benchmarks over time, and comparing the results to measure progress or improvement.

Best Practice

Proven Activities or Processes that have been successfully used by multiple Organizations. ITIL is an example of Best Practice.

Brainstorming

(Service Design) A technique that helps a team to generate ideas. Ideas are not reviewed during the Brainstorming session, but at a later stage. Brainstorming is often used by Problem Management to identify possible causes.

Budget

A list of all the money an Organization or Business Unit plans to receive, and plans to pay out, over a specified period of time. See also Budgeting, Planning.

Budgeting

The Activity of predicting and controlling the spending of money. Consists of a periodic negotiation cycle to set future Budgets (usually annual) and the day-to-day monitoring and adjusting of current Budgets.

Build

(Service Transition) The Activity of assembling a number of Configuration Items to create part of an IT Service. The term Build is also used to refer to a Release that is authorized for distribution. For example Server Build or laptop Build.

Business

(Service Strategy) An overall corporate entity or Organization formed of a number of Business Units. In the context of ITSM, the term Business includes public sector and not-for-profit organizations, as well as companies. An IT Service Provider provides IT Services to a Customer within a Business. The IT Service Provider may be part of the same Business as its Customer (Internal Service Provider), or part of another Business (External Service Provider).

Business Capacity Management (BCM)
(Service Design) In the context of ITSM, Business Capacity Management is the Activity responsible for understanding future Business Requirements for use in the Capacity Plan.

See also Service Capacity Management.

Business Case

(Service Strategy) Justification for a significant item of expenditure. Includes information about Costs, benefits, options, issues, Risks, and possible problems. See also Cost Benefit Analysis.

Business Customer

(Service Strategy) A recipient of a product or a Service from the Business. For example, if the Business is a car manufacturer then the Business Customer is someone who buys a car.

Business Impact Analysis (BIA)

(Service Strategy) BIA is the Activity in Business Continuity Management that identifies Vital Business Functions and their dependencies. These dependencies may include Suppliers, people, other Business Processes, IT Services, etc. BIA defines the recovery requirements for IT Services. These requirements include Recovery Time Objectives, Recovery Point Objectives and minimum Service Level Targets for each IT Service.

Business Objective

(Service Strategy) The Objective of a Business Process, or of the Business as a whole. Business Objectives support the Business Vision, provide guidance for the IT Strategy, and are often supported by IT Services.

Business Operations

(Service Strategy) The day-to-day execution, monitoring and management of Business Processes.

Business Perspective

(Continual Service Improvement) An understanding of the Service Provider and IT Services from the point of view of the Business, and an understanding of the Business from the point of view of the Service Provider.

Business Process

A Process that is owned and carried out by the Business. A Business Process contributes to the delivery of a product or Service to a Business Customer. For example, a retailer may have a purchasing Process that helps to deliver Services to its Business Customers. Many Business Processes rely on IT Services.

Business Relationship Management

(Service Strategy) The Process or Function responsible for maintaining a Relationship with the Business. Business Relationship Management usually includes:

- Managing personal Relationships with Business managers
- Providing input to Service Portfolio Management
- Ensuring that the IT Service Provider is satisfying the Business needs of the Customers

This Process has strong links with Service Level Management.

Business Service

An IT Service that directly supports a Business Process, as opposed to an Infrastructure Service, which is used internally by the IT Service Provider and is not usually visible to the Business.

The term Business Service is also used to mean a Service that is delivered to Business Customers by Business Units. For example, delivery of financial services to Customers of a bank, or goods to the Customers of a retail store.

Successful delivery of Business Services often depends on one or more IT Services.

Business Service Management (BSM) (Service Strategy) (Service Design) An approach to the management of IT Services that considers the Business Processes supported and the Business value provided.

This term also means the management of Business Services delivered to Business Customers.

Business Unit

(Service Strategy) A segment of the Business that has its own Plans, Metrics, income and Costs. Each Business Unit owns Assets and uses these to create value for Customers in the form of goods and Services.

Call

(Service Operation) A telephone call to the Service Desk from a User. A Call could result in an Incident or a Service Request being logged.

Call Centre

(Service Operation) An Organization or Business Unit that handles large numbers of incoming and outgoing telephone calls. See also Service Desk.

Call Type

(Service Operation) A Category that is used to distinguish incoming requests to a Service Desk. Common call types are Incident, Service Request and Complaint.

Capability

(Service Strategy) The ability of an Organization, person, Process, Application, Configuration Item or IT Service to carry out an Activity. Capabilities are intangible Assets of an Organization. See also Resource.

Capacity

(Service Design) The maximum Throughput that a Configuration Item or IT Service can deliver whilst meeting agreed Service Level Targets. For some types of CI, Capacity may be the size or volume, for example a disk drive.

Capacity Management

(Service Design) The Process responsible for ensuring that the Capacity of IT Services and the IT Infrastructure is able to deliver agreed Service Level Targets in a Cost Effective and timely manner. Capacity Management considers all Resources required to deliver the IT Service, and plans for short-, medium- and long-term Business Requirements.

Capacity Plan

(Service Design) A Capacity Plan is used to manage the Resources required to deliver IT Services. The Plan contains scenarios for different predictions of Business demand, and costed options to deliver the agreed Service Level Targets.

Capacity Planning

(Service Design) The Activity within Capacity Management responsible for creating a Capacity Plan.

Capital Expenditure (CAPEX)

(Service Strategy) The cost of purchasing something that will become a financial Asset, for example computer equipment and buildings. The value of the Asset is depreciated over multiple accounting periods.

Category

A named group of things that have something in common. Categories are used to group similar things together. For example, Cost Types are used to group similar types of Cost. Incident Categories are used to group similar types of Incident, CI Types are used to group similar types of Configuration Item.

Certification

Issuing a certificate to confirm Compliance to a Standard. Certification includes a formal Audit by an independent and accredited body. The term Certification is also used to mean awarding a certificate to verify that a person has achieved a qualification.

Change

(Service Transition) The addition, modification or removal of anything that could have an effect on IT Services. The Scope should include all IT Services, Configuration Items, Processes, Documentation, etc.

Change Advisory Board (CAB)

(Service Transition) A group of people that advises the Change Manager in the Assessment, prioritization and scheduling of Changes. This board is usually made up of representatives from all areas within the IT Service Provider, representatives from the Business and Third Parties such as Suppliers.

Change Case

(Service Operation) A technique used to predict the impact of proposed Changes. Change Cases use specific scenarios to clarify the scope of proposed Changes and to help with Cost Benefit Analysis. See also Use Case.

Change Management

(Service Transition) The Process responsible for controlling the Lifecycle of all Changes. The primary objective of Change Management is to enable beneficial Changes to be made, with minimum disruption to IT Services.

Change Model

(Service Transition) A repeatable way of dealing with a particular Category of Change. A Change Model defines specific pre-defined steps that will be followed for a change of this Category. Change Models may be very simple, with no requirement for approval (e.g. Password Reset) or may be very complex with many steps that require approval (e.g. major software release). See also Standard Change, Change Advisory Board.

Change Record

(Service Transition) A Record containing the details of a Change. Each Change Record documents the Lifecycle of a single Change. A Change Record is created for every Request for Change that is received, even those that are subsequently rejected. Change Records should reference the Configuration Items that are affected by the Change. Change Records are stored in the Configuration Management System.

Change Schedule

(Service Transition) A Document that lists all approved Changes and their planned implementation dates. A Change Schedule is sometimes called a Forward Schedule of Change, even though it also contains information about Changes that have already been implemented.

Charging

(Service Strategy) Requiring payment for IT Services. Charging for IT Services is optional, and many Organizations choose to treat their IT Service Provider as a Cost Centre.

Chronological Analysis

(Service Operation) A technique used to help identify possible causes of Problems. All available data about the Problem is collected and sorted by date and time to provide a detailed timeline. This can make it possible to identify which Events may have been triggered by others.

Classification

The act of assigning a Category to something. Classification is used to ensure consistent management and reporting. CIs, Incidents, Problems, Changes, etc. are usually classified.

Client

A generic term that means a Customer, the Business or a Business Customer. For example, Client Manager may be used as a synonym for Account Manager.

The term client is also used to mean:

- A computer that is used directly by a User, for example a PC, Handheld Computer, or Workstation
- The part of a Client-Server Application that the User directly interfaces with. For example an e-mail Client.

Closed

(Service Operation) The final Status in the Lifecycle of an Incident, Problem, Change, etc. When the Status is Closed, no further action is taken.

Closure

(Service Operation) The act of changing the Status of an Incident, Problem, Change, etc. to Closed.

COBIT

(Continual Service Improvement) Control Objectives for Information and related Technology (COBIT) provides guidance and Best Practice for the management of IT Processes. COBIT is published by the IT Governance Institute. See www.isaca.org for more information.

Commercial Off-The-Shelf (COTS)

(Service Design) Application software or Middleware that can be purchased from a Third Party.

Compliance

Ensuring that a Standard or set of Guidelines is followed, or that proper, consistent accounting or other practices are being employed.

Component

A general term that is used to mean one part of something more complex. For example, a computer System may be a component of an IT Service, an Application may be a Component of a Release Unit. Components that need to be managed should be Configuration Items.

Component Capacity Management

(Service Design) (Continual Service Improvement) The Process responsible for understanding the Capacity, Utilization, and Performance of Configuration Items. Data is collected, recorded and analyzed for use in the Capacity Plan. See also Service Capacity Management.

Component Failure Impact Analysis (CFIA)

(Service Design) A technique that helps to identify the impact of CI failure on IT Services. A matrix is created with IT Services on one edge and CIs on the other. This enables the identification of critical CIs (that could cause the failure of multiple IT Services) and of fragile IT Services (that have multiple Single Points of Failure).

Computer Telephony Integration (CTI)

(Service Operation) Computer Telephony Integration (CTI) is a general term covering any kind of integration between computers and telephone Systems. It is most commonly used to refer to Systems where an Application displays detailed screens relating to incoming or outgoing telephone calls. See also Automatic Call Distribution, Interactive Voice Response.

Concurrency

A measure of the number of Users engaged in the same Operation at the same time.

Confidentiality

(Service Design) A security principle that requires that data should only be accessed by authorized people.

Configuration

(Service Transition) A generic term, used to describe a group of Configuration Items that work together to deliver an IT Service, or a recognizable part of an IT Service.

Configuration is also used to describe the parameter settings for one or more CIs.

Configuration Control

(Service Transition) The Activity responsible for ensuring that adding, modifying or removing a CI is properly managed, for example by submitting a Request for Change or Service Request.

Configuration Item (CI)

(Service Transition) Any Component that needs to be managed in order to deliver an IT Service. Information about each CI is recorded in a Configuration Record within the Configuration Management System and is maintained throughout its Lifecycle by Configuration Management. CIs are under the control of Change Management. CIs typically include IT Services, hardware, software, buildings, people, and formal documentation such as Process documentation and SLAs.

Configuration Management

(Service Transition) The Process responsible for maintaining information about Configuration Items required to deliver an IT Service, including their Relationships. This information is managed throughout the Lifecycle of the CI. Configuration Management is part of an overall Service Asset and Configuration Management Process.

Configuration Management Database (CMDB)

(Service Transition) A database used to store Configuration Records throughout their Lifecycle. The Configuration Management System maintains one or more CMDBs, and each CMDB stores Attributes of CIs, and Relationships with other CIs.

Configuration Management System (CMS)

(Service Transition) A set of tools and databases that are used to manage an IT Service Provider's Configuration data. The CMS also includes information about Incidents, Problems, Known Errors, Changes and Releases; and it may contain data about employees, Suppliers, locations, Business Units, Customers and Users. The CMS includes tools for collecting, storing, managing, updating, and presenting data about all Configuration Items and their Relationships. The CMS is maintained by Configuration Management and is used by all IT Service Management Processes. See also Configuration Management Database, Service Knowledge Management System.

Continual Service Improvement (CSI) (Continual Service Improvement)

A stage in the Lifecycle of an IT Service and the title of one of the Core ITIL publications. Continual Service Improvement is responsible for managing improvements to IT Service Management Processes and IT Services. The Performance of the IT Service Provider is continually measured and improvements are made to Processes, IT Services and IT Infrastructure in order to increase Efficiency, Effectiveness, and Cost Effectiveness. See also Plan-Do-Check-Act.

Contract

A legally binding Agreement between two or more parties.

Control

A means of managing a Risk, ensuring that a Business Objective is achieved, or ensuring that a Process is followed. Example Controls include Policies, Procedures, Roles, RAID, door locks, etc. A control is sometimes called a Countermeasure or

safeguard. Control also means to manage the utilization or behaviour of a Configuration Item, System or IT Service.

Control Objectives for Information and related Technology (COBIT)

See COBIT.

Control perspective

(Service Strategy) An approach to the management of IT Services, Processes, Functions, Assets, etc. There can be several different Control Perspectives on the same IT Service, Process, etc., allowing different individuals or teams to focus on what is important and relevant to their specific Role. Example Control Perspectives include Reactive and Proactive management within IT Operations, or a Lifecycle view for an Application Project team.

Cost

The amount of money spent on a specific Activity, IT Service, or Business Unit. Costs consist of real cost (money), notional cost such as people's time, and Depreciation.

Cost Benefit Analysis

An Activity that analyses and compares the Costs and the benefits involved in one or more alternative courses of action. See also Business Case.

Cost Effectiveness

A measure of the balance between the Effectiveness and Cost of a Service, Process or activity, A Cost Effective Process is one that achieves its Objectives at minimum Cost. See also KPI, Value for Money.

Countermeasure

Can be used to refer to any type of Control. The term Countermeasure is most often used when referring to measures that increase Resilience, Fault Tolerance or Reliability of an IT Service.

Critical Success Factor (CSF)

Something that must happen if a Process, Project, Plan, or IT Service is to succeed. KPIs are used to measure the achievement of each CSF. For example a CSF of 'protect IT Services when making Changes' could be measured by KPIs such as 'percentage reduction of unsuccessful Changes', 'percentage reduction in Changes causing Incidents', etc.

Culture

A set of values that is shared by a group of people, including expectations about how people should behave, their ideas, beliefs, and practices. See also Vision.

Customer

Someone who buys goods or Services. The Customer of an IT Service Provider is the person or group that defines and agrees the Service Level Targets. The term Customers is also sometimes informally used to mean Users, for example 'this is a Customer-focused Organization'.

Dashboard

(Service Operation) A graphical representation of overall IT Service Performance and Availability. Dashboard images may be updated in real-time, and can also be included in management reports and web pages. Dashboards can be used to support Service Level Management, Event Management or Incident Diagnosis.

Definitive Media Library (DML)

(Service Transition) One or more locations in which the definitive and approved versions of all software Configuration Items are securely stored. The DML may also contain associated CIs such as licenses and documentation. The DML is a single logical storage area even if there are multiple locations. All software in the DML is under the control of Change and Release Management and is recorded in the Configuration Management System. Only software from the DML is acceptable for use in a Release.

Deliverable

Something that must be provided to meet a commitment in a Service Level Agreement or a Contract. Deliverable is also used in a more informal way to mean a planned output of any Process.

Demand Management

Activities that understand and influence Customer demand for Services and the provision of Capacity to meet these demands. At a Strategic level Demand Management can involve analysis of Patterns of Business Activity and User Profiles. At a tactical level it can involve use of Differential Charging to encourage Customers to use IT Services at less busy times. See also Capacity Management.

Dependency

The direct or indirect reliance of one Process or Activity on another.

Deployment

(Service Transition) The Activity responsible for movement of new or changed hardware, software, documentation, Process, etc. to the Live Environment. Deployment is part of the Release and Deployment Management Process. See also Rollout.

Design

(Service Design) An Activity or Process that identifies Requirements and then defines a solution that is able to meet these Requirements. See also Service Design.

Detection

(Service Operation) A stage in the Incident Lifecycle. Detection results in the Incident becoming known to the Service Provider. Detection can be automatic, or can be the result of a user logging an Incident.

Development

(Service Design) The Process responsible for creating or modifying an IT Service or Application. Also used to mean the Role or group that carries out Development work.

Development Environment

(Service Design) An Environment used to create or modify IT Services or Applications. Development Environments are not typically subjected to the same degree of control as Test Environments or Live Environments. See also Development.

Diagnosis

(Service Operation) A stage in the Incident and Problem Lifecycles. The purpose of Diagnosis is to identify a Workaround for an Incident or the Root Cause of a Problem.

Diagnostic Script

(Service Operation) A structured set of questions used by Service Desk staff to ensure they ask the correct questions, and to help them Classify, Resolve and assign Incidents.

Diagnostic Scripts may also be made available to Users to help them diagnose and resolve their own Incidents.

Directory Service

(Service Operation) An Application that manages information about IT Infrastructure available on a network, and corresponding User access Rights.

Document

Information in readable form. A Document may be paper or electronic. For example, a Policy statement, Service Level Agreement, Incident Record, diagram of computer room layout. See also Record.

Downtime

(Service Design) (Service Operation) The time when a Configuration Item or IT Service is not available during its Agreed Service Time. The Availability of an IT Service is often calculated from Agreed Service Time and Downtime.

Driver

Something that influences Strategy, Objectives or Requirements. For example, new legislation or the actions of competitors.

Early Life Support

(Service Transition) Support provided for a new or changed IT Service for a period of time after it is released. During Early Life Support the IT Service Provider may review the KPIs, Service Levels and Monitoring Thresholds, and provide additional Resources for Incident and Problem Management.

Economies of scale

(Service Strategy) The reduction in average Cost that is possible from increasing the usage of an IT Service or Asset.

Effectiveness

(Continual Service Improvement) A measure of whether the Objectives of a Process, Service or Activity have been achieved. An Effective Process or activity is one that achieves its agreed Objectives. See also KPI.

Efficiency

(Continual Service Improvement) A measure of whether the right amount of resources has been used to deliver a Process, Service or Activity. An Efficient Process achieves its Objectives with the minimum amount of time, money, people or other resources. See also KPI.

Emergency Change

(Service Transition) A Change that must be introduced as soon as possible. For example, to resolve a Major Incident or implement a Security patch. The Change Management Process will normally have a specific Procedure for handling Emergency Changes. See also Emergency Change Advisory Board (ECAB).

Emergency Change Advisory Board (ECAB)
(Service Transition) A subset of the Change Advisory Board that makes decisions about high-impact Emergency Changes. Membership of the ECAB may be decided at the time a meeting is called, and depends on the nature of the Emergency Change.

Environment

(Service Transition) A subset of the IT Infrastructure that is used for a particular purpose. For Example: Live Environment, Test Environment, Build Environment. It is possible for multiple Environments to share a Configuration Item, for example Test and Live Environments may use different partitions on a single mainframe computer. Also used in the term Physical Environment to mean the accommodation, air conditioning, power system, etc.

Environment is also used as a generic term to mean the external conditions that influence or affect something.

Error

(Service Operation) A design flaw or malfunction that causes a Failure of one or more Configuration Items or IT Services. A mistake made by a person or a faulty Process that affects a CI or IT Service is also an Error.

Escalation

(Service Operation) An Activity that obtains additional Resources when these are needed to meet Service Level Targets or Customer expectations. Escalation may be needed within any IT Service Management Process, but is most commonly associated with Incident Management, Problem Management and the management of Customer complaints. There are two types of Escalation: Functional Escalation and Hierarchic Escalation.

eSourcing Capability Model for Service Providers (eSCM-SP)

(Service Strategy) A framework to help IT Service Providers develop their IT Service Management Capabilities from a Service Sourcing perspective. eSCM-SP was developed by Carnegie Mellon University, US.

Estimation

The use of experience to provide an approximate value for a Metric or Cost. Estimation is also used in Capacity and Availability Management as the cheapest and least accurate Modelling method.

Evaluation

(Service Transition) The Process responsible for assessing a new or Changed IT Service to ensure that Risks have been managed and to help determine whether to proceed with the Change.

Evaluation is also used to mean comparing an actual Outcome with the intended Outcome, or comparing one alternative with another.

Event

(Service Operation) A change of state that has significance for the management of a Configuration Item or IT Service.

The term Event is also used to mean an Alert or notification created by any IT Service, Configuration Item or Monitoring tool. Events typically require IT Operations personnel to take actions, and often lead to Incidents being logged.

Event Management

(Service Operation) The Process responsible for managing Events throughout their Lifecycle. Event Management is one of the main Activities of IT Operations.

Exception Report

A Document containing details of one or more KPIs or other important targets that have exceeded defined Thresholds. Examples include SLA targets being missed or about to be missed, and a Performance Metric indicating a potential Capacity problem.

External Customer

A Customer who works for a different Business to the IT Service Provider. See also External Service Provider.

External Metric

A Metric that is used to measure the delivery of IT Service to a Customer. External Metrics are usually defined in SLAs and reported to Customers. See also Internal Metric.

External Service Provider

(Service Strategy) An IT Service Provider that is part of a different Organization from its Customer. An IT Service Provider may have both Internal Customers and External Customers.

Facilities Management (Service Operation) The Function responsible for managing the physical Environment where the IT Infrastructure is located. Facilities Management includes all aspects of managing the physical Environment, for example power and cooling, building Access Management, and environmental monitoring.

Failure

(Service Operation) Loss of ability to operate to Specification, or to deliver the required output. The term Failure may be used when referring to IT Services, Processes, Activities, Configuration Items, etc. A Failure often causes an Incident.

Fault

See Error.

Fault Tolerance

(Service Design) The ability of an IT Service or Configuration Item to continue to operate correctly after Failure of a Component part. See also Resilience, Countermeasure.

Fault Tree Analysis (FTA)

(Service Design) (Continual Service Improvement) A technique that can be used to determine the chain of events that leads to a Problem. Fault Tree Analysis represents a chain of events using Boolean notation in a diagram.

Financial Management

(Service Strategy) The Function and Processes responsible for managing an IT Service Provider's Budgeting, Accounting and Charging Requirements.

First-line Support

(Service Operation) The first level in a hierarchy of Support Groups involved in the resolution of Incidents. Each level contains more specialist skills, or has more time or other resources. See also Escalation.

Fit for Purpose

An informal term used to describe a Process, Configuration Item, IT Service, etc. that is capable of meeting its objectives or Service Levels. Being Fit for Purpose requires suitable design, implementation, control and maintenance.

Follow the Sun

(Service Operation) A methodology for using Service Desks and Support Groups around the world to provide seamless 24/7 Service. Calls, Incidents, Problems and Service Requests are passed between groups in different time zones.

Fulfilment

Performing Activities to meet a need or Requirement. For example, by providing a new IT Service, or meeting a Service Request.

Function

A team or group of people and the tools they use to carry out one or more Processes or Activities. For example the Service Desk.

The term Function also has two other meanings:

- An intended purpose of a Configuration Item, Person, Team, Process, or IT Service. For example one Function of an e-mail Service may be to store and forward outgoing mails, one Function of a Business Process may be to dispatch goods to Customers.
- To perform the intended purpose correctly, 'The computer is Functioning'.

Functional Escalation

(Service Operation) Transferring an Incident, Problem or Change to a technical team with a higher level of expertise to assist in an Escalation.

Governance

Ensuring that Policies and Strategy are actually implemented, and that required Processes are correctly followed. Governance includes defining Roles and responsibilities, measuring and reporting, and taking actions to resolve any issues identified.

Guideline

A Document describing Best Practice, which recommends what should be done. Compliance with a guideline is not normally enforced. See also Standard.

Help Desk

(Service Operation) A point of contact for Users to log Incidents. A Help Desk is usually more technically focused than a Service Desk and does not provide a Single Point of Contact for all interaction. The term Help Desk is often used as a synonym for Service Desk.

Hierarchic Escalation

(Service Operation) Informing or involving more senior levels of management to assist in an Escalation.

High Availability

(Service Design) An approach or design that minimizes or hides the effects of Configuration Item Failure on the users of an IT Service. High Availability solutions are designed to achieve an agreed level of Availability and make use of techniques such as Fault Tolerance, Resilience and fast Recovery to reduce the number of Incidents, and the Impact of Incidents.

Identity

(Service Operation) A unique name that is used to identify a User, person or Role. The Identity is used to grant Rights to that User, person, or Roles. Example identities might be the username SmithJ or the Role 'Change manager'.

Immediate Recovery

(Service Design) A Recovery Option that is also known as Hot Standby. Provision is made to recover the IT Service with no loss of Service. Immediate Recovery typically uses Mirroring, Load Balancing and Split Site technologies.

Impact

(Service Operation) (Service Transition) A measure of the effect of an Incident, Problem or Change on Business Processes. Impact is often based on how Service Levels will be affected. Impact and Urgency are used to assign Priority.

Incident

(Service Operation) An unplanned interruption to an IT Service or reduction in the Quality of an IT Service. Failure of a Configuration Item that has not yet affected Service is also an Incident. For example Failure of one disk from a mirror set.

Incident Management

(Service Operation) The Process responsible for managing the Lifecycle of all Incidents. The primary Objective of Incident Management is to return the IT Service to Customers as quickly as possible.

Incident Record

(Service Operation) A Record containing the details of an Incident. Each Incident record documents the Lifecycle of a single Incident.

Indirect Cost

(Service Strategy) A Cost of providing an IT Service, which cannot be allocated in full to a specific customer. For example, the Cost of providing shared Servers or software licences. Also known as Overhead.

Information Security Management (ISM) (Service Design) The Process that ensures the Confidentiality, Integrity and Availability of an Organization's Assets, information, data and IT Services.

Information Security Management usually forms part of an

Organizational approach to Security Management that has a wider scope than the IT Service Provider, and includes handling of paper, building access, phone calls, etc. for the entire Organization.

Information Security Policy

(Service Design) The Policy that governs the Organization's approach to Information Security Management.

Information Technology (IT)

The use of technology for the storage, communication or processing of information. The technology typically includes computers, telecommunications, Applications and other software. The information may include Business data, voice, images, video, etc. Information Technology is often used to support Business Processes through IT Services.

Insourcing

See Internal Sourcing.

Integrity

(Service Design) A security principle that ensures data and Configuration Items are modified only by authorized personnel and Activities. Integrity considers all possible causes of modification, including software and hardware Failure, environmental Events, and human intervention.

Interactive Voice Response (IVR)

(Service Operation) A form of Automatic Call Distribution that accepts User input, such as key presses and spoken commands, to identify the correct destination for incoming Calls.

Intermediate Recovery

(Service Design) A Recovery option that is also known as Warm Standby. Provision is made to recover the IT Service in a period of time between 24 and 72 hours.

Intermediate Recovery typically uses a shared Portable or Fixed Facility that has Computer Systems and Network Components. The hardware and software will need to be configured, and data will need to be restored, as part of the IT Service Continuity Plan.

Internal Metric

A Metric that is used within the IT Service Provider to Monitor the Efficiency, Effectiveness or Cost Effectiveness of the IT Service Provider's internal Processes. Internal Metrics are not normally reported to the Customer of the IT Service. See also External Metric.

Internal Service Provider

(Service Strategy) An IT Service Provider that is part of the same Organization as its Customer. An IT Service Provider may have both Internal Customers and External Customers.

Internal Sourcing

(Service Strategy) Using an Internal Service Provider to manage IT Services.

International Organization for Standardization (ISO)

The International Organization for Standardization (ISO) is the world's largest developer of Standards. ISO is a non- governmental organization that is a network of the national standards institutes of 156 countries. See www.iso.org for further information about ISO.

International Standards Organization

See International Organization for Standardization (ISO).

Internet Service Provider (ISP)

An External Service Provider that provides access to the Internet. Most ISPs also provide other IT Services such as web hosting.

Invocation

(Service Design) Initiation of the steps defined in a plan. For example initiating the IT Service Continuity Plan for one or more IT Services.

Ishikawa Diagram

(Service Operation) (Continual Service Improvement) A technique that helps a team to identify all the possible causes of a Problem. Originally devised by Kaoru Ishikawa, the output of this technique is a diagram that looks like a fishbone.

ISO 9000

A generic term that refers to a number of international Standards and Guidelines for Quality Management Systems. See www.iso.org for more information. See also ISO.

ISO/IEC 20000

ISO Specification and Code of Practice for IT Service Management. ISO/IEC 20000 is aligned with ITIL Best Practice.

ISO/IEC 27001

(Service Design) (Continual Service Improvement) ISO Specification for Information Security Management. The corresponding Code of Practice is ISO/IEC 17799. See also Standard.

IT Infrastructure

All of the hardware, software, networks, facilities, etc. that are required to develop, Test, deliver, Monitor, Control or support IT Services. The term IT Infrastructure includes all of the Information Technology but not the associated people, Processes and documentation.

IT Operations

(Service Operation) Activities carried out by IT Operations Control, including Console Management, Job Scheduling, Backup and Restore, and Print and Output Management. IT Operations is also used as a synonym for Service Operation.

IT Operations Control

(Service Operation) The Function responsible for Monitoring and Control of the IT Services and IT Infrastructure. See also Operations Bridge.

IT Operations Management

(Service Operation) The Function within an IT Service Provider that performs the daily Activities needed to manage IT Services and the supporting IT Infrastructure. IT Operations Management includes IT Operations Control and Facilities Management.

IT Service

A Service provided to one or more Customers by an IT Service Provider. An IT Service is based on the use of Information Technology and supports the Customer's Business Processes. An IT Service is made up from a combination of people, Processes and technology and should be defined in a Service Level Agreement.

IT Service Continuity Management (ITSCM)

(Service Design) The Process responsible for managing Risks that could seriously affect IT Services. ITSCM ensures that the IT Service Provider can always provide minimum agreed Service Levels, by reducing the Risk to an acceptable level and Planning for the Recovery of IT Services. ITSCM should be designed to support Business Continuity Management.

IT Service Continuity Plan

(Service Design) A Plan defining the steps required to recover one or more IT Services. The Plan will also identify the triggers for Invocation, people to be involved, communications, etc. The IT Service Continuity Plan should be part of a Business Continuity Plan.

IT Service Management (ITSM)

The implementation and management of Quality IT Services that meet the needs of the Business. IT Service Management are performed by IT Service Providers through an appropriate mix of people, Process and Information Technology. See also Service Management.

IT Service Management Forum (itSMF)

The IT Service Management Forum is an independent Organization dedicated to promoting a professional approach to IT Service Management. The itSMF is a not-for-profit membership Organization with representation in many countries around the world (itSMF Chapters). The itSMF and its membership contribute to the development of ITIL and associated IT Service Management Standards. See www.itsmf.com for more information.

ITIL

A set of Best Practice guidance for IT Service Management. ITIL is owned by the Axelos and consists of a series of publications giving guidance on the provision of Quality IT Services, and on the Processes and facilities needed to support them. See www.itil.co.uk for more information.

Job Description

A document that defines the Roles, responsibilities, skills and knowledge required by a particular person. One Job Description can include multiple Roles, for example the Roles of Configuration Manager and Change Manager may be carried out by one person.

Job Scheduling

(Service Operation) Planning and managing the execution of software tasks that are required as part of an IT Service. Job Scheduling is carried out by IT Operations Management, and is often automated using software tools that run batch or online tasks at specific times of the day, week, month or year.

Kepner & Tregoe Analysis

(Service Operation) (Continual Service Improvement) A structured approach to Problem solving. The Problem is analyzed in terms of what, where, when and extent. Possible causes are identified. The most probable cause is tested. The true cause is verified.

Key Performance Indicator (KPI)

(Service design) (Continual Service Improvement)
A Metric that is used to help manage a Process, IT Service or Activity. Many Metrics may be measured, but only the most important of these are defined as KPIs and used to actively manage and report on the Process, IT Service or Activity. KPIs should be selected to ensure that Efficiency, Effectiveness, and Cost Effectiveness are all managed. See also Critical Success Factor.

Knowledge Base

(Service Transition) A logical database containing the data used by the Service Knowledge Management System.

Knowledge Management

(Service Transition) The Process responsible for gathering, analyzing, storing and sharing knowledge and information within an Organization. The primary purpose of Knowledge Management is to improve Efficiency by reducing the need to rediscover knowledge. See also Service Knowledge Management System.

Known Error

(Service Operation) A Problem that has a documented Root Cause and a Workaround. Known Errors are created and managed throughout their Lifecycle by Problem Management. Known Errors may also be identified by Development or Suppliers.

Known Error Database (KEDB)

(Service Operation) A database containing all Known Error Records. This database is created by Problem Management and used by Incident and Problem Management. The Known Error Database is part of the Service Knowledge Management System.

Known Error Record

(Service Operation) A Record containing the details of a Known Error. Each Known Error Record documents the Lifecycle of a Known Error, including the Status, Root Cause and Workaround. In some implementations a Known Error is documented using additional fields in a Problem Record.

Lifecycle

The various stages in the life of an IT Service, Configuration Item, Incident, Problem, Change, etc. The Lifecycle defines the Categories for Status and the Status transitions that are permitted. For example:

- The Lifecycle of an Application includes Requirements, Design, Build, Deploy, Operate, Optimize
- The Expanded Incident Lifecycle includes Detect, Respond, Diagnose, Repair, Recover, Restore
- The Lifecycle of a Server may include: Ordered, Received, In Test, Live, Disposed, etc.

Live

(Service Transition) Refers to an IT Service or Configuration Item that is being used to deliver Service to a Customer.

Live Environment

(Service Transition) A controlled Environment containing Live Configuration Items used to deliver IT Services to Customers.

Major Incident

(Service Operation) The highest Category of Impact for an Incident. A Major Incident results in significant disruption to the Business.

Management Information

Information that is used to support decision making by managers. Management Information is often generated automatically by tools supporting the various IT Service Management Processes. Management Information often includes the values of KPIs such as 'Percentage of Changes leading to Incidents', or 'first-time fix rate'.

Management of Risk (M_o_R)

The OGC methodology for managing Risks. M_o_R includes all the Activities required to identify and Control the exposure to Risk, which may have an impact on the achievement of an Organization's Business Objectives. See www.m-o-r.org for more details.

Management System

The framework of Policy, Processes and Functions that ensures an Organization can achieve its Objectives.

Maturity

(Continual Service Improvement) A measure of the Reliability, Efficiency and Effectiveness of a Process, Function, Organization, etc. The most mature Processes and Functions are formally aligned to Business Objectives and Strategy, and are supported by a framework for continual improvement.

Mean Time Between Failures (MTBF)

(Service Design) A Metric for measuring and reporting Reliability. MTBF is the average time that a Configuration Item or IT Service can perform its agreed Function without interruption. This is measured from when the CI or IT Service starts working, until it next fails.

Mean Time To Repair (MTTR)

The average time taken to repair a Configuration Item or IT Service after a Failure. MTTR is measured from when the CI or IT Service fails until it is repaired. MTTR does not include the time required to Recover or Restore. MTTR is sometimes incorrectly used to mean Mean Time to Restore Service.

Mean Time to Restore Service (MTRS)

The average time taken to restore a Configuration Item or IT Service after a Failure. MTRS is measured from when the CI or IT Service fails until it is fully restored and delivering its normal functionality. See also Mean Time To Repair.

Metric

(Continual Service Improvement) Something that is measured and reported to help manage a Process, IT Service or Activity. See also KPI.

Middleware

(Service Design) Software that connects two or more software Components or Applications. Middleware is usually purchased from a Supplier, rather than developed within the IT Service Provider. See also Off the Shelf.

Model

A representation of a System, Process, IT Service, Configuration Item, etc. that is used to help understand or predict future behavior.

Modelling

A technique that is used to predict the future behavior of a System, Process, IT Service, Configuration Item, etc.

Modelling is commonly used in Financial Management, Capacity Management and Availability Management.

Monitor Control Loop

(Service Operation) Monitoring the output of a Task, Process, IT Service or Configuration Item; comparing this output to a predefined Norm; and taking appropriate action based on this comparison.

Monitoring

(Service Operation) Repeated observation of a Configuration Item, IT Service or Process to detect Events and to ensure that the current status is known.

Objective

The defined purpose or aim of a Process, an Activity or an Organization as a whole. Objectives are usually expressed as measurable targets. The term Objective is also informally used to mean a Requirement. See also Outcome.

Off the Shelf

See Commercial Off the Shelf.

Office of Government Commerce (OGC)

OGC owns the ITIL brand (copyright and trademark). OGC is a UK Government department that supports the delivery of the government's procurement agenda through its work in collaborative procurement and in raising levels of procurement skills and capability with departments. It also provides support for complex public sector projects.

Off-shore

(Service Strategy) Provision of Services from a location outside the country where the Customer is based, often in a different continent. This can be the provision of an IT Service, or of supporting Functions such as Service Desk.

Operate

To perform as expected. A Process or Configuration Item is said to Operate if it is delivering the required outputs.

Operate also means to perform one or more Operations. For example, to Operate a computer is to do the day-to-day Operations needed for it to perform as expected.

Operation

(Service Operation) Day-to-day management of an IT Service, System, or other Configuration Item. Operation is also used to mean any pre-defined Activity or Transaction. For example loading a magnetic tape, accepting money at a point of sale, or reading data from a disk drive.

Operational

The lowest of three levels of Planning and delivery (Strategic, Tactical, Operational). Operational Activities include the day-to-day or short-term Planning or delivery of a Business Process or IT Service Management Process. The term Operational is also a synonym for Live.

Operational Cost

Cost resulting from running the IT Services. Often repeating payments. For example staff costs, hardware maintenance and electricity (also known as 'current expenditure' or 'revenue expenditure'). See also Capital Expenditure.

Operational Expenditure (OPEX)

See Operational Cost.

Operational Level Agreement (OLA)

(Service Design) (Continual Service Improvement) An Agreement between an IT Service Provider and another part of the same Organization. An OLA supports the IT Service Provider's delivery of IT Services to Customers. The OLA defines the goods or Services to be provided and the responsibilities of both parties. For example there could be an OLA:

- Between the IT Service Provider and a procurement department to obtain hardware in agreed times

- Between the Service Desk and a Support Group to provide Incident Resolution in agreed times.

See also Service Level Agreement.

Operations Bridge

(Service Operation) A physical location where IT Services and IT Infrastructure are monitored and managed.

Operations Control

See IT Operations Control.

Operations Management

See IT Operations Management.

Optimize

Review, Plan and request Changes, in order to obtain the maximum Efficiency and Effectiveness from a Process, Configuration Item, Application, etc.

Organization

A company, legal entity or other institution. Examples of Organizations that are not companies include International Standards Organization or itSMF. The term Organization is sometimes used to refer to any entity that has People, Resources and Budgets. For example a Project or Business Unit.

Outcome

The result of carrying out an Activity; following a Process; delivering an IT Service, etc. The term Outcome is used to refer to intended results, as well as to actual results. See also Objective.

Outsourcing

(Service Strategy) Using an External Service Provider to manage IT Services. See also Service Sourcing.

Overhead

See Indirect cost.

Pain Value Analysis

(Service Operation) A technique used to help identify the Business Impact of one or more Problems. A formula is used to calculate Pain Value based on the number of Users affected, the duration of the Downtime, the Impact on each User, and the cost to the Business (if known).

Partnership

A relationship between two Organizations that involves working closely together for common goals or mutual benefit. The IT Service Provider should have a Partnership with the Business, and with Third Parties who are critical to the delivery of IT Services. See also Value Network.

Passive Monitoring

(Service Operation) Monitoring of a Configuration Item, an IT Service or a Process that relies on an Alert or notification to discover the current status. See also Active Monitoring.

Performance

A measure of what is achieved or delivered by a System, person, team, Process, or IT Service.

Performance Management

(Continual Service Improvement) The Process responsible for day-to-day Capacity Management Activities. These include monitoring, threshold detection, Performance analysis and Tuning, and implementing changes related to Performance and Capacity.

Pilot

(Service Transition) A limited Deployment of an IT Service, a Release or a Process to the Live Environment. A pilot is used to reduce Risk and to gain User feedback and Acceptance. See also Test, Evaluation.

Plan

A detailed proposal that describes the Activities and Resources needed to achieve an Objective. For example a Plan to implement a new IT Service or Process. ISO/IEC 20000 requires a Plan for the management of each IT Service Management Process.

Plan–Do–Check–Act

(Continual Service Improvement) A four-stage cycle for Process management, attributed to Edward Deming. Plan–Do–Check–Act is also called the Deming Cycle.

PLAN: Design or revise Processes that support the IT Services.

DO: Implement the Plan and manage the Processes.

CHECK: Measure the Processes and IT Services, compare with Objectives and produce reports.

ACT: Plan and implement Changes to improve the Processes.

Planned Downtime

(Service Design) Agreed time when an IT Service will not be available. Planned Downtime is often used for maintenance, upgrades and testing. See also Downtime.

Planning

An Activity responsible for creating one or more Plans. For example, Capacity Planning.

Policy

Formally documented management expectations and intentions. Policies are used to direct decisions, and to ensure consistent and appropriate development and implementation of Processes, Standards, Roles, Activities, IT Infrastructure, etc.

Practice

A way of working, or a way in which work must be done. Practices can include Activities, Processes, Functions, Standards and Guidelines. See also Best Practice.

PRINCE2

The standard UK government methodology for Project management. See www.ogc.gov.uk/prince2 for more information.

Priority

(Service Transition) (Service Operation) A Category used to identify the relative importance of an Incident, Problem or Change. Priority is based on Impact and Urgency, and is used to identify required times for actions to be taken. For example the SLA may state that Priority 2 Incidents must be resolved within 12 hours.

Proactive Monitoring

(Service Operation) Monitoring that looks for patterns of Events to predict possible future Failures. See also Reactive Monitoring.

Proactive Problem Management

(Service Operation) Part of the Problem Management Process. The Objective of Proactive Problem Management is to identify Problems that might otherwise be missed. Proactive Problem Management analyses Incident Records, and uses data collected by other IT Service Management Processes to identify trends or significant problems.

Problem

(Service Operation) A cause of one or more Incidents. The cause is not usually known at the time a Problem Record is created, and the Problem Management Process is responsible for further investigation.

Problem Management

(Service Operation) The Process responsible for

managing 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.

Problem Record

(Service Operation) A Record containing the details of a Problem. Each Problem Record documents the Lifecycle of a single Problem.

Procedure

A Document containing steps that specify how to achieve an Activity. Procedures are defined as part of Processes.

See also Work Instruction.

Process

A structured set of Activities designed to accomplish a specific Objective. A Process takes one or more defined inputs and turns them into defined outputs. A Process may include any of the Roles, responsibilities, tools and management Controls required to reliably deliver the outputs. A Process may define Policies, Standards, Guidelines, Activities, and Work Instructions if they are needed.

Process Control

The Activity of planning and regulating a Process, with the Objective of performing the Process in an Effective, Efficient, and consistent manner.

Process Manager

A Role responsible for Operational management of a Process. The Process Manager's responsibilities include Planning and coordination of all Activities required to carry out, monitor and report on the Process. There may be several Process Managers for one Process, for example regional Change Managers or IT Service Continuity Managers for each data center. 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.

Process Owner

A Role responsible for ensuring that a Process is Fit for Purpose. The Process Owner's responsibilities include sponsorship, Design, Change Management and continual improvement of the Process and its Metrics. 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.

Production Environment

See Live Environment.

Program

A number of Projects and Activities that are planned and managed together to achieve an overall set of related Objectives and other Outcomes.

Project

A temporary Organization, with people and other Assets required to achieve an Objective or other Outcome. Each Project has a Lifecycle that typically includes initiation, Planning, execution, Closure, etc. Projects are usually managed using a formal methodology such as PRINCE2.

Qualification

(Service Transition) An Activity that ensures that IT Infrastructure is appropriate, and correctly configured, to support an Application or IT Service. See also Validation.

Quality

The ability of a product, Service, or Process to provide the intended value. For example, a hardware Component can be considered to be of high Quality if it performs as expected and delivers the required Reliability. Process Quality also requires an ability to monitor Effectiveness and Efficiency, and to improve them if necessary. See also Quality Management System.

Quality Assurance (QA)

(Service Transition) The Process responsible for ensuring that the Quality of a product, Service or Process will provide its intended Value.

Quality Management System (QMS) (Continual Service Improvement) The set of Processes responsible for ensuring that all work carried out by an Organization is of a suitable Quality to reliably meet

Business Objectives or Service Levels. See also ISO 9000.

Reactive Monitoring

(Service Operation) Monitoring that takes action in response to an Event. For example submitting a batch job when the previous job completes, or logging an Incident when an Error occurs. See also Proactive Monitoring.

Record

A Document containing the results or other output from a Process or Activity. Records are evidence of the fact that an activity took place and may be paper or electronic. For example, an Audit report, an Incident Record, or the minutes of a meeting.

Recovery

(Service Design) (Service Operation) Returning a Configuration Item or an IT Service to a working state. Recovery of an IT Service often includes recovering data to a known consistent state. After Recovery, further steps may be needed before the IT Service can be made available to the Users (Restoration).

Recovery Option

(Service Design) A Strategy for responding to an interruption to Service. Commonly used Strategies are Do Nothing, Manual Workaround, Reciprocal Arrangement, Gradual Recovery, Intermediate Recovery, Fast Recovery, and Immediate Recovery. Recovery Options may make use of dedicated facilities, or Third Party facilities shared by multiple Businesses.

Recovery Point Objective (RPO)

(Service Operation) The maximum amount of data that may be lost when Service is restored after an interruption. Recovery Point Objective is expressed as a length of time before the Failure. For example a Recovery Point Objective of one day may be supported by daily Backups, and up to 24 hours of data may be lost. Recovery Point Objectives for each IT Service should be negotiated, agreed and documented, and used as requirements for Service Design and IT Service Continuity Plans.

Recovery Time Objective (RTO)

(Service Operation) The maximum time allowed for recovery of an IT Service following an interruption. The Service Level to be provided may be less than normal Service Level Targets. Recovery Time Objectives for each IT Service should be negotiated, agreed and documented.

See also Business Impact Analysis.

Redundancy

See Fault Tolerance.

The term Redundant also has a generic meaning of obsolete, or no longer needed.

Relationship

A connection or interaction between two people or things. In Business Relationship Management it is the interaction between the IT Service Provider and the Business. In Configuration Management it is a link between two Configuration Items that identifies a dependency or connection between them. For example Applications may be linked to the Servers they run on, IT Services have many links to all the

CIs that contribute to them.

Release

(Service Transition) A collection of hardware, software, documentation, Processes or other Components required to implement one or more approved Changes to IT Services. The contents of each Release are managed, tested, and deployed as a single entity.

Release and Deployment Management (Service Transition) The Process responsible for both Release Management and Deployment.

Release Management

(Service Transition) The Process responsible for Planning, scheduling and controlling the movement of Releases to Test and Live Environments. The primary Objective of Release Management is to ensure that the integrity of the Live Environment is protected and that the correct Components are released. Release Management is part of the Release and Deployment Management Process.

Release Process

The name used by ISO/IEC 20000 for the Process group that includes Release Management. This group does not include any other Processes.

Release Process is also used as a synonym for Release Management Process.

Release Record

(Service Transition) A Record in the CMDB that defines the content of a Release. A Release Record has Relationships with all Configuration Items that are affected by the Release.

Reliability

(Service Design) (Continual Service Improvement) A measure of how long a Configuration Item or IT Service can perform its agreed Function without interruption. Usually measured as MTBF or MTBSI. The term Reliability can also be used to state how likely it is that a Process, Function, etc. will deliver its required outputs. See also Availability.

Remediation

(Service Transition) Recovery to a known state after a failed Change or Release.

Repair

(Service Operation) The replacement or correction of a failed Configuration Item.

Request for Change (RFC)

(Service Transition) A formal proposal for a Change to be made. An RFC includes details of the proposed Change, and may be recorded on paper or electronically. The term RFC is often misused to mean a Change Record, or the Change itself.

Request Fulfillment

(Service Operation) The Process responsible for managing the Lifecycle of all Service Requests.

Requirement

(Service Design) A formal statement of what is needed. For example, a Service Level Requirement, a Project Requirement or the required Deliverables for a Process. See also Statement of Requirements.

Resilience

(Service Design) The ability of a Configuration Item or IT Service to resist failure or to recover quickly following a Failure. For example an armored cable will resist failure when put under stress. See also Fault Tolerance.

Resolution

(Service Operation) Action taken to repair the Root Cause of an Incident or Problem, or to implement a Workaround. In ISO/IEC 20000, Resolution Processes is the Process group that includes Incident and Problem Management.

Resource

(Service Strategy) A generic term that includes IT Infrastructure, people, money or anything else that might help to deliver an IT Service. Resources are considered to be Assets of an Organization. See also Capability, Service Asset.

Response Time

A measure of the time taken to complete an Operation or Transaction. Used in Capacity Management as a measure of IT Infrastructure Performance, and in Incident Management as a measure of the time taken to answer the phone, or to start Diagnosis.

Responsiveness

A measurement of the time taken to respond to something. This could be Response Time of a Transaction, or the speed with which an IT Service Provider responds to an Incident or Request for Change, etc.

Restoration of Service

See Restore.

Restore

(Service Operation) Taking action to return an IT Service to the Users after Repair and Recovery from an Incident. This is the primary Objective of Incident Management.

Retire

(Service Transition) Permanent removal of an IT Service, or other Configuration Item, from the Live Environment. Retired is a stage in the Lifecycle of many Configuration Items.

Review

An evaluation of a Change, Problem, Process, Project, etc. Reviews are typically carried out at predefined points in the Lifecycle, and especially after Closure. The purpose of a Review is to ensure that all Deliverables have been provided, and to identify opportunities for improvement.

Rights

(Service Operation) Entitlements, or permissions, granted to a User or Role. For example the Right to modify particular data, or to authorize a Change.

Risk

A possible event that could cause harm or loss, or affect the ability to achieve Objectives. A Risk is measured by the probability of a Threat, the Vulnerability of the Asset to that Threat, and the Impact it would have if it occurred.

Risk Assessment

The initial steps of Risk Management. Analyzing the value of Assets to the business, identifying Threats to those Assets, and evaluating how vulnerable each Asset is to those Threats. Risk Assessment can be quantitative (based on numerical data) or qualitative.

Risk Management

The Process responsible for identifying, assessing and controlling Risks. See also Risk Assessment.

Role

A set of responsibilities, Activities and authorities granted to a person or team. A Role is defined in a Process. 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.

Rollout

(Service Transition) See Deployment.

Most often used to refer to complex or phased Deployments or Deployments to multiple locations.

See Information Security Management.

Security Policy

See Information Security Policy.

Root Cause

(Service Operation) The underlying or original cause of an Incident or Problem.

Server

(Service Operation) A computer that is connected to a network and provides software Functions that are used by other Computers.

Root Cause Analysis (RCA)

(Service Operation) An Activity that identifies the Root Cause of an Incident or Problem. RCA typically concentrates on IT Infrastructure failures. See also Service Failure Analysis.

Service

A means of delivering value to Customers by facilitating Outcomes Customers want to achieve without the ownership of specific Costs and Risks.

Scalability

The ability of an IT Service, Process, Configuration Item, etc. to perform its agreed Function when the Workload or Scope changes.

Service Asset

Any Capability or Resource of a Service Provider. See also

Asset.

Scope

The boundary, or extent, to which a Process, Procedure, Certification, Contract, etc. applies. For example the Scope of Change Management may include all Live IT Services and related Configuration Items, the Scope of an ISO/IEC 20000 Certificate may include all IT Services delivered out of a named data center.

Service Asset and Configuration Management (SACM)

(Service Transition) The Process responsible for both Configuration Management and Asset Management.

Second-line Support

(Service Operation) The second level in a hierarchy of Support Groups involved in the resolution of Incidents and investigation of Problems. Each level contains more specialist skills, or has more time or other resources.

Service Capacity Management (SCM) (Service Design) (Continual Service Improvement) The Activity responsible for understanding the Performance and Capacity of IT Services. The Resources used by each IT Service and the pattern of usage over time are collected, recorded, and analyzed for use in the Capacity Plan. See also Business Capacity Management, Component Capacity Management.

Security

See Information Security Management.

Service Catalog

(Service Design) A database or structured Document with information about all Live IT Services, including those available for Deployment. The Service Catalogue is the only part of the Service Portfolio published to Customers, and is

Security Management

used to support the sale and delivery of IT Services. The Service Catalogue includes information about deliverables, prices, contact points, ordering and request Processes.

Service Continuity Management

See IT Service Continuity Management.

Service Culture

A Customer-oriented Culture. The major Objectives of a Service Culture are Customer satisfaction and helping Customers to achieve their Business Objectives.

Service Design

(Service Design) A stage in the Lifecycle of an IT Service. Service Design includes a number of Processes and Functions and is the title of one of the Core ITIL publications. See also Design.

Service Desk

(Service Operation) The Single Point of Contact between the Service Provider and the Users. A typical Service Desk manages Incidents and Service Requests, and also handles communication with the Users.

Service Failure Analysis (SFA)

(Service Design) An Activity that identifies underlying causes of one or more IT Service interruptions. SFA identifies opportunities to improve the IT Service Provider's Processes and tools, and not just the IT Infrastructure. SFA is a time-constrained, project-like activity, rather than an ongoing process of analysis. See also Root Cause Analysis.

Service Hours

(Service Design) (Continual Service Improvement) An agreed time period when a particular IT Service should be Available. For example, 'Monday–Friday 08:00 to 17:00 except public holidays'. Service Hours should be defined in a Service Level Agreement.

Service Improvement Plan (SIP) (Continual Service Improvement) A formal Plan to implement improvements to a Process or IT Service.

Service Knowledge Management System (SKMS)

(Service Transition) A set of tools and databases that are used to manage knowledge and information. The SKMS includes the Configuration Management System, as well as other tools and databases. The SKMS stores, manages, updates, and presents all information that an IT Service Provider needs to manage the full Lifecycle of IT Services.

Service Level

Measured and reported achievement against one or more Service Level Targets. The term Service Level is sometimes used informally to mean Service Level Target.

Service Level Agreement (SLA)

(Service Design) (Continual Service Improvement) An Agreement between an IT Service Provider and a Customer. The SLA describes the IT Service, documents Service Level Targets, and specifies the responsibilities of the IT Service Provider and the Customer. A single SLA may cover multiple IT Services or multiple customers. See also Operational Level Agreement.

Service Level Management (SLM)

(Service Design) (Continual Service Improvement)
The Process responsible for negotiating Service Level Agreements, and ensuring that these are met. SLM is responsible for ensuring that all IT Service Management Processes, Operational Level Agreements, and Underpinning Contracts, are appropriate for the agreed Service Level Targets. SLM monitors and reports on Service Levels, and holds regular Customer reviews.

Service Level Requirement (SLR)

(Service Design) (Continual Service Improvement)
A Customer Requirement for an aspect of an IT Service. SLRs are based on Business Objectives and are used to negotiate agreed Service Level Targets.

Service Level Target

(Service Design) (Continual Service Improvement)
A commitment that is documented in a Service Level Agreement. Service Level Targets are based on Service Level Requirements, and are needed to ensure that the IT Service design is Fit for Purpose. Service Level Targets should be SMART, and are usually based on KPIs.

Service Maintenance Objective

(Service Operation) The expected time that a Configuration Item will be unavailable due to planned maintenance Activity.

Service Management

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

Service Management Lifecycle

An approach to IT Service Management that emphasizes the importance of coordination and Control across the various Functions, Processes, and Systems necessary to manage the full Lifecycle of IT Services. The Service Management Lifecycle approach considers the Strategy, Design, Transition, Operation and Continuous Improvement of IT Services.

Service Manager

A manager who is responsible for managing the end-to-end Lifecycle of one or more IT Services. The term Service Manager is also used to mean any manager within the IT Service Provider. It is most commonly used to refer to a Business Relationship Manager, a Process Manager, an Account Manager or a senior manager with responsibility for IT Services overall.

Service Operation

(Service Operation) A stage in the Lifecycle of an IT Service. Service Operation includes a number of Processes and Functions and is the title of one of the Core ITIL publications. See also Operation.

Service Portfolio

(Service Strategy) The complete set of Services that are managed by a Service Provider. The Service Portfolio is used to manage the entire Lifecycle of all Services, and includes three Categories: Service Pipeline (proposed or in Development); Service Catalogue (Live or available for Deployment); and Retired Services. See also Service Portfolio Management.

Service Portfolio Management (SPM) (Service Strategy) The Process responsible for managing the Service Portfolio. Service Portfolio Management considers Services in terms of the Business value that they provide.

Service Provider

(Service Strategy) An Organization supplying Services to one or more Internal Customers or External Customers. Service Provider is often used as an abbreviation for IT Service Provider.

Service Reporting

(Continual Service Improvement) The Process responsible for producing and delivering reports of achievement and trends against Service Levels. Service Reporting should agree the format, content and frequency of reports with Customers.

Service Request

(Service Operation) A request from a User for information, or advice, or for a Standard Change or for Access to an IT Service. For example to reset a password, or to provide standard IT Services for a new User. Service Requests are usually handled by a Service Desk, and do not require an RFC to be submitted. See also Request Fulfillment.

Service Strategy

(Service Strategy) The title of one of the Core ITIL publications. Service Strategy establishes an overall Strategy for IT Services and for IT Service Management.

Service Transition

(Service Transition) A stage in the Lifecycle of an IT Service. Service Transition includes a number of Processes and Functions and is the title of one of the Core ITIL publications. See also Transition.

Shift

(Service Operation) A group or team of people who carry out a specific Role for a fixed period of time. For example there could be four shifts of IT Operations Control personnel to support an IT Service that is used 24 hours a day.

Single Point of Contact

(Service Operation) Providing a single consistent way to communicate with an Organization or Business Unit. For example, a Single Point of Contact for an IT Service Provider is usually called a Service Desk.

Single Point of Failure (SPOF)

(Service Design) Any Configuration Item that can cause an Incident when it fails, and for which a Countermeasure has not been implemented. A SPOF may be a person, or a step in a Process or Activity, as well as a Component of the IT Infrastructure. See also Failure.

Specification

A formal definition of Requirements. A Specification may be used to define technical or Operational Requirements, and may be internal or external. Many public Standards consist of a Code of Practice and a Specification. The Specification defines the Standard against which an Organization can be audited.

Stakeholder

All people who have an interest in an Organization, Project, IT Service, etc. Stakeholders may be interested in the Activities, targets, Resources, or Deliverables.

Stakeholders may include Customers, Partners, employees, shareholders, owners, etc.

Standard

A mandatory Requirement. Examples include ISO/IEC 20000 (an international Standard), an internal security standard for UNIX configuration, or a government standard for how financial Records should be maintained. The term Standard is also used to refer to a Code of Practice or Specification published by a Standards Organization such as ISO or BSI. See also Guideline.

Standard Change

(Service Transition) A pre-approved Change that is low Risk, relatively common and follows a Procedure or Work Instruction. For example, password reset or provision of standard equipment to a new employee. RFCs are not required to implement a Standard Change, and they are logged and tracked using a different mechanism, such as a Service Request. See also Change Model. Standard Operating Procedures (SOP) (Service Operation) Procedures used by IT Operations Management.

Standby

(Service Design) Used to refer to Resources that are not required to deliver the Live IT Services, but are available to support IT Service Continuity Plans. For example a Standby data center may be

maintained to support Hot Standby, Warm Standby or Cold Standby arrangements.

Statement of requirements (SOR)

(Service Design) A Document containing all Requirements for a product purchase, or a new or changed IT Service.

Status

The name of a required field in many types of Record. It shows the current stage in the Lifecycle of the associated Configuration Item, Incident, Problem, etc.

Storage Management

(Service Operation) The Process responsible for managing the storage and maintenance of data throughout its Lifecycle.

Strategic

(Service Strategy) The highest of three levels of Planning and delivery (Strategic, Tactical, Operational). Strategic Activities include Objective setting and long-term planning to achieve the overall Vision.

Strategy

(Service Strategy) A Strategic Plan designed to achieve defined Objectives.

Super User

(Service Operation) A User who helps other Users, and assists in communication with the Service Desk or other parts of the IT Service Provider. Super Users typically provide support for minor Incidents and training.

Supplier

(Service Strategy) (Service Design) A Third Party responsible for supplying goods or Services that are required to deliver IT Services. Examples of suppliers include commodity hardware and software vendors, network and telecom providers, and outsourcing Organizations. See also Underpinning Contract, Supply Chain.

Supplier Management

(Service Design) The Process responsible for ensuring that all Contracts with Suppliers support the needs of the Business, and that all Suppliers meet their contractual commitments.

Supply Chain

(Service Strategy) The Activities in a Value Chain carried out by Suppliers. A Supply Chain typically involves multiple Suppliers, each adding value to the product or Service. See also Value Network.

Support Group

(Service Operation) A group of people with technical skills. Support Groups provide the Technical Support needed by all of the IT Service Management Processes. See also Technical Management.

System

A number of related things that work together to achieve an overall Objective. For example:

- A computer System, including hardware, software and Applications
- A management System, including multiple Processes that are planned and managed together. For example, a Quality Management System
- A Database Management System or Operating System that includes many software modules that are designed to perform a set of related Functions.

System Management

The part of IT Service Management that focuses on the management of IT Infrastructure rather than Process.

Tactical

The middle of three levels of Planning and delivery (Strategic, Tactical, Operational). Tactical Activities include the medium-term Plans required to achieve specific Objectives, typically over a period of weeks to months.

Technical Management

(Service Operation) The Function responsible for providing technical skills in support of IT Services and management of the IT Infrastructure. Technical Management defines the Roles of Support Groups, as well as the tools, Processes and Procedures required.

Technical Observation

(Continual Service Improvement) A technique used in Service Improvement, Problem investigation and Availability Management. Technical support staff meet to monitor the behaviour and Performance of an IT Service and make recommendations for improvement.

Technical Support

See Technical Management.

Test

(Service Transition) An Activity that verifies that a Configuration Item, IT Service, Process, etc. meets its Specification or agreed Requirements.

Test Environment

(Service Transition) A controlled Environment used to Test Configuration Items, Builds, IT Services, Processes, etc.

Third Party

A person, group, or Business that is not part of the Service Level Agreement for an IT Service, but is required to ensure successful delivery of that IT Service. For example, a software Supplier, a hardware maintenance company, or a facilities department. Requirements for Third Parties are typically specified in Underpinning Contracts or Operational Level Agreements.

Third-line Support

(Service Operation) The third level in a hierarchy of Support Groups involved in the resolution of Incidents and investigation of Problems. Each level contains more specialist skills, or has more time or other resources.

Threat

Anything that might exploit a Vulnerability. Any potential cause of an Incident can be considered to be a Threat. For example a fire is a Threat that could exploit the Vulnerability of flammable floor coverings. This term is commonly used in Information Security Management and IT Service Continuity Management, but also applies to other areas such as Problem and Availability Management.

Threshold

The value of a Metric that should cause an Alert to be generated, or management action to be taken. For example 'Priority 1 Incident not solved within four hours', 'more than five soft disk errors in an hour', or 'more than 10 failed changes in a month'.

Throughput

(Service Design) A measure of the number of Transactions, or other Operations, performed in a fixed time. For example, 5,000 e-mails sent per hour, or 200 disk I/Os per second.

Total Quality Management (TQM) (Continual Service Improvement) A methodology for managing continual Improvement by using a Quality Management System. TQM establishes a Culture involving all people in the Organization in a Process of continual monitoring and improvement.

Transaction

A discrete Function performed by an IT Service. For example transferring money from one bank account to another. A single Transaction may involve numerous additions, deletions and modifications of data. Either all of these complete successfully or none of them is carried out.

Transition

(Service Transition) A change in state, corresponding to a movement of an IT Service or other Configuration Item from one Lifecycle status to the next.

Trend Analysis

(Continual Service Improvement) Analysis of data to identify time-related patterns. Trend Analysis is used in Problem Management to identify common Failures or fragile Configuration Items, and in Capacity Management as a Modelling tool to predict future behaviour. It is also used as a management tool for identifying deficiencies in IT Service Management Processes.

Tuning

The activity responsible for planning changes to make the most efficient use of Resources. Tuning is part of Performance Management, which also includes Performance monitoring and implementation of the required Changes.

Underpinning Contract (UC)

(Service Design) A Contract between an IT Service Provider and a Third Party. The Third Party provides goods or Services that support delivery of an IT Service to a Customer. The Underpinning Contract defines targets and responsibilities that are required to meet agreed Service Level Targets in an

SLA.

Unit Cost

(Service Strategy) The Cost to the IT Service Provider of providing a single Component of an IT Service. For example the Cost of a single desktop PC, or of a single Transaction.

Urgency

(Service Transition) (Service Design) A measure of how long it will be until an Incident, Problem or Change has a significant Impact on the Business. For example a high Impact Incident may have low Urgency, if the Impact will not affect the Business until the end of the financial year. Impact and Urgency are used to assign Priority.

Usability

(Service Design) The ease with which an Application, product, or IT Service can be used. Usability Requirements are often included in a Statement of Requirements.

Use Case

(Service Design) A technique used to define required functionality and Objectives, and to design Tests. Use Cases define realistic scenarios that describe interactions between Users and an IT Service or other System. See also Change Case.

User

A person who uses the IT Service on a day-to-day basis. Users are distinct from Customers, as some Customers do not use the IT Service directly.

User Profile (UP)

(Service Strategy) A pattern of User demand for IT Services. Each User Profile includes one or more Patterns of Business Activity.

Utility

(Service Strategy) Functionality offered by a Product or Service to meet a particular need. Utility is often summarized as ‘what it does’.

Validation

(Service Transition) An Activity that ensures a new or changed IT Service, Process, Plan, or other Deliverable meets the needs of the Business. Validation ensures that Business Requirements are met even though these may have changed since the original design. See also Verification, Acceptance, and Qualification.

Value for Money

An informal measure of Cost Effectiveness. Value for Money is often based on a comparison with the Cost of alternatives. See also Cost Benefit Analysis.

Value Network

(Service Strategy) A complex set of relationships between two or more groups or Organizations. Value is generated through exchange of knowledge, information, goods or Services. See also Partnership.

Variance

The difference between a planned value and the actual measured value. Commonly used in Financial Management, Capacity Management and Service Level Management, but could apply in any area where Plans are in place.

Verification

(Service Transition) An Activity that ensures a new or changed IT Service, Process, Plan, or other Deliverable is complete, accurate, reliable and matches its design specification. See also Validation, Acceptance.

Version

(Service Transition) A Version is used to identify a specific Baseline of a Configuration Item. Versions typically use a naming convention that enables the sequence or date of each Baseline to be identified. For example Payroll Application Version 3 contains updated functionality from Version 2.

Vision

A description of what the Organization intends to become in the future. A Vision is created by senior management and is used to help influence Culture and Strategic Planning.

Vital Business Function (VBF)

(Service Design) A Function of a Business Process that is critical to the success of the Business. Vital Business Functions are an important consideration of Business Continuity Management, IT Service Continuity Management and Availability Management.

Work in Progress (WIP)

A Status that means Activities have started but are not yet complete. It is commonly used as a Status for Incidents, Problems, Changes, etc.

Work Instruction

A Document containing detailed instructions that specify exactly what steps to follow to carry out an Activity.

A Work Instruction contains much more detail than a Procedure and is only created if very detailed instructions are needed.

Workaround

(Service Operation) Reducing or eliminating the Impact of an Incident or Problem for which a full Resolution is not yet available. For example by restarting a failed Configuration Item. Workarounds for Problems are documented in Known Error Records. Workarounds for Incidents that do not have associated Problem Records are documented in the Incident Record.

Workload

The Resources required to deliver an identifiable part of an IT Service. Workloads may be categorized by Users, groups of Users, or Functions within the IT Service. This is used to assist in analyzing and managing the Capacity, Performance and Utilization of Configuration Items and IT Services. The term Workload is sometimes used as a synonym for throughput.