

EGI.eu IT Service Management **Service Management Plan**

Abstract:

The purpose of this Service Management Plan is to provide clear direction and to include all aspects of ITSM processes, plans, and roles and responsibilities regarding EGI.eu’s approach to establishing, delivering and supporting services. The contents of this plan are based on the FitSM-1:2013 standard.

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1 Top Management Commitment & Responsibility

Top management shall show evidence that it is committed to planning, implementing, operating, monitoring, reviewing, and improving the service management.

1.1 Service Management Policy

The following policy was first supported by the EGI.eu Director and then approved through the Operations Management Board, which will be the board responsible for any future modifications following the Policy Development Processes (PDP).

- 1) **Process Approach.** To effectively manage all IT services and underlying components, a process-based approach to service management shall be adopted.
 - All required processes are defined, communicated and improved based on business needs and feedback from people and parties involved.
 - Roles and responsibilities are clearly defined.
- 2) **Customer and User Alignment.** The provision of IT services shall be aligned to customer and user needs.
 - IT Services are delivered in a defined quality sufficient to satisfy requirements identified from business processes.
 - For all IT services, a corporate level SLA and/or specific SLAs, which have been agreed with stakeholders, is in place.
- 3) **Continual Improvement.** IT Services and service management processes shall be continually improved.
 - Feedback from stakeholders is used to continually improve IT services and service quality. All proposals for improvements are recorded and evaluated.
 - IT Service management is improved based on continual monitoring of process performance and effectiveness.
- 4) **Training & Awareness.** Through trainings and awareness measures, it shall be ensured that staff involved in service management activities can effectively perform according to their roles.
- 5) **Leadership.** Senior management is committed to this policy and its implementation. It provides the resources required to implement and to improve service management and enhance customer and user satisfaction with IT services.

1.2 Management Reviews

EGI.eu management is to conduct a semi-annual review of its service management processes and activities. A dedicated agenda item will be added to the monthly manager's meeting in January and July to discuss progress, issues, and corrective actions to be taken.

1.3 Contact

Senior level management contact is the EGI.eu Chief Operations Officer or Senior Operations Manager.

The contact for general questions regarding EGI ITSM is the EGI.eu Strategy and Policy Team.

The most up-to-date contact information is to be held at: https://wiki.egi.eu/wiki/EGI_ITSM#Contact

2 Objectives

The objective of ITSM for EGI is to implement structured processes for the improvement of service delivery to its customers based on the FitSM-1:2013 standard.

3 Scope

In the first phase of ITSM implementation, EGI.eu is focusing on 7 of the 14 total processes outlined by the FitSM-1:2013 standard, which will then be expanded to the others. The rationale for those selected is based on the processes that others depend and to balance the effort required to implement ITSM processes overall. The processes are planned to be applied to all services defined in the EGI.eu Service Catalogue starting first with Federated Operations.

4 Roles and Responsibilities

A role is a set of responsibilities collected into a logical unit that can be assigned to an individual.

An individual may have multiple roles.

4.1 Key Roles

4.1.1 Process Owner

The Process Owner takes ownership over the Process to establish accountability and ensures there is a balance between the key components of service management such as People, Technology (Tool), Process and Steering.

Process Owner responsibilities are summarized as, but not limited to:

- Accountable for overall process quality – works with line managers to ensure resources are available and trained.
- Ensures that a specific IT Service Management process is performed according to agreed and documented standards and meets the aim of the process definition.
- Defines and monitors key performance indicators.
- Monitors, measures and reports on process efficiency and effectiveness.
- Provides awareness and guidance concerning the process and addresses process issues.
- Identifies and implements continual process improvements.

The list of Process Owners is available via the EGI ITSM Service Management System wiki page at: https://wiki.egi.eu/wiki/EGI_ITSM#Service_Management_Processes

4.1.2 Service Owner

All Service Owners are responsible for reviewing the service while also performing the related service owner activities on a weekly, monthly, annual and periodic as needed basis. All Service Owners are responsible for reviewing and performing the activities listed for their specific service(s).

Service Owner responsibilities are summarized as, but not limited to:

- Accountable for a specific service – regardless of where the underpinning technology, processes or capabilities reside.
- Understand and represents the service to customers.
- Helps determine attributes (e.g. availability, performance).
- Helps negotiate SLAs.
- Ensures the service meets agreed requirements.
- Ensures continual service improvement.
- Works closely with Process Owners throughout the life of their service(s).

The list of Service Owners is part of the Service Portfolio: <https://documents.egi.eu/document/2060>

5 Process Framework

5.1 Processes and Interfaces

EGI ITSM will focus on the 14 processes identified in FitSM-1:2013. Each process will have a Process Owner and individual processes will host all relevant information on a dedicated wikipage at: https://wiki.egi.eu/wiki/EGI_ITSM#Service_Management_Processes

5.2 Overview of Individual Processes and Procedures Plans

5.2.1 Service Management Processes

The 14 service management processes comprise:

1. **Service Portfolio Management (SPM):** Define and maintain a service portfolio.
2. **Service Level Management (SLM):** Define, agree and monitor service levels with customers by establishing meaningful service level agreements (SLAs) and supportive operational level agreements (OLAs).
3. **Service Reporting Management (SRM):** Specify all service reports and ensure they are produced according to specifications in a timely manner to support decision-making.
4. **Service Continuity Availability Management (SCAM):** Ensure sufficient service availability to meet agreed requirements and adequate service continuity in case of exceptional situations.
5. **Capacity Management (CAPM):** Ensure sufficient capacities are provided to meet agreed service capacity and performance requirements.
6. **Information Security Management (ISM):** Manage information security effectively through all activities performed to deliver and manage services, so that the confidentiality, integrity and accessibility of relevant assets are preserved.
7. **Customer Relationship Management (CRM):** Establish and maintain a good relationship with customers receiving services.

8. **Supplier Relationship Management (SUPPM):** Establish and maintain a healthy relationship with suppliers supporting the service provider in delivering services to customers, and to maintain contracts with suppliers.
9. **Incident & Service Request Management (ISRM):** Restore normal / agreed service operation within the agreed time after the occurrence of an incident, and to respond to user service requests.
10. **Problem Management (PM):** Investigate the root causes of (recurring) incidents in order to avoid future recurrence of incidents by resolving the underlying problem, or to ensure workarounds / temporary fixes are available to support quick restoration of the service, if incidents re-occur.
11. **Configuration Management (CONFM):** Provide and maintain a logical model of all configuration items and their relationships and dependencies.
12. **Change Management (CHM):** Ensure changes to configuration items are planned, approved, implemented and reviewed in a controlled manner to avoid adverse impact of changes to services or the customers receiving services.
13. **Release & Deployment Management (RDM):** Bundle changes to one or more configuration items into releases, so that these changes can be tested and deployed to the live environment together.
14. **Continual Service Improvement Management (CSI):** Identify, prioritise, plan, implement and review improvements to services and service management.

5.2.2 Procedures

Each process will follow a set of procedures to ensure cohesion across the processes and increase repeatability. Each process page will comprise the following set of information:

1. Administrative (Process Owner)
2. Process Overview (Description)
3. Goals & Objectives
4. Roles
5. Open Requirements for Implementation
6. Documentation (artefacts)
7. Process Activities

6 Documentation

6.1 SLAs, OLAs and Contracts

The following documents are required for ensuring Service Level Management.

It is important to note that these documents do not need to be legally binding, but some level of consequences and remediation should be defined.

6.1.1 Service Level Agreements

A Service Level Agreement is a documented agreement between a customer and a service provider that specifies the service to be provided and the service targets that define how it will be provided.

At least one Service Level Agreement needs to be defined. This is called a Corporate Level Service Agreement. This agreement can be the sole SLA if it is able to cover all services provided. If the Corporate SLA does not satisfy the individual service, a service specific SLA will need to be defined with the customer.

SLAs should cover at least, but not limited to the following contents:

- Service description
- Service hours and exceptions
- Scheduled service interruptions
- Customer responsibilities
- Service provider liability and obligations
- Escalation and notification procedures
- Service targets
- Workload limits
- Details on charging
- Actions to be taken in case of incidents or disasters
- Glossary of Terms

6.1.2 Operational Level Agreements

Operational Level Agreements are agreements between a service provider or federation member and another part of the service provider's organisation or the federation to provide a service component or subsidiary service needed to allow provision of services to customers.

OLAs are to be agreed with supporting parties to ensure service targets in SLAs can be met.

6.2 Service Portfolio and Catalogue

6.2.1 Service Portfolio

A Service Portfolio is an internal list that details all the services offered by the service provider (those in preparation, live and discontinued). The service portfolio includes meta-information about services such as their service name, description, contact, status, value proposition, target customer base, cost and price, risk to the provider, service level agreements offered and operational level agreement supporting them.

A Service Portfolio:

- Lists and defines the service that EGI.eu offers or plans to offer in the future.
- Is an "internal tool".
- Is the basis for the service catalogue.

The following requirements will form the main body of the Service Portfolio Management process:

- A Service Portfolio shall be maintained. All services shall be specified as part of the service portfolio.
- Design and transition of new or changed services shall be planned. Plans shall consider goals, acceptance criteria, timescales, responsibilities, new or changed technology, new or changed SLAs, testing and communication.

The specific process for Service Portfolio Management is available on the dedicated wiki page at: https://wiki.egi.eu/wiki/EGI_Service_Portfolio_Management

The EGI.eu Service Portfolio is available at: <https://documents.egi.eu/document/2060>

6.2.2 Service Catalogue

A service catalogue is a list of all live user/customer-facing services offered along with relevant information about these services.

The service catalogue should be publically available and easily accessible by users/customers.

The information provided within the service catalogue should comprise, but not limited to:

- Service Name
- Value
- Service Description
- Consumer or Service Target
- Contact Information for the service (at least an email address)
- Service Category
- Link to more information

EGI's Service Catalogue is available at: <http://www.egi.eu/services>

6.3 Templates

Where possible, templates should be created and made available for efficient use of resources and repeatability of processes.

Available templates should be hosted on the DocDB and linked via the applicable process(es) on the EGI ITSM wiki page.

FitSM-4 Templates & Samples is another resource that should be considered: <http://www.fedsm.eu/fitsm/4>

6.4 Definitions and Activities

6.4.1 Definitions

All processes will use definitions according to EGI's Glossary, which has included all terms and definitions from FitSM-0:2013: https://wiki.egi.eu/wiki/Glossary_V2#Terms_and_Definitions

6.4.2 Activities

Each process will define the list of activities that it needs to perform in order to ensure the process is carried out effectively and efficiently.

If an overall process has yet to achieve its objections, open actions for implementation are to be tracked at: https://wiki.egi.eu/wiki/EGI_ITSM_Open_actions

6.5 Document Control

One of the main criteria for improving service management maturity is documenting the processes and procedures and producing supporting documentation of the service. In order to ensure quality, the below parameters are to be following:

- Creation and approval
- Communication and distribution
- Review
- Change tracking

6.5.1 Document Control Information Template

Document Details	
Document Name	
Purpose of Document	
Document Version Number	
Document Status	
Document Owner	
Document Link	
Prepared By	
Date of First Draft	
Date Approved	
Approved By	

Version History		
Version Number	Date Approved	Change/Reasons for Change/Comments

7 Support Tools

Service Management Tools are any software or piece of technology that is used to facilitate operation of one or more ITSM processes. These tools are an important part of the Service Management System (SMS).

The federated fashion of providing services makes some processes more complex due to need of integration of distributed, multi-domain operations. Consequently, in most cases more advanced tools to support service management are needed.

EGI.eu is in the process of assessing its ITSM tools in order to perform a gap analysis for required tools to support overall service management.

EGI's SMS uses a dedicated wiki space at: https://wiki.egi.eu/wiki/EGI_ITSM

All tools for managing individual processes are to be linked via the individual process pages.

8 Implementation

The Service Management Plan has been produced by the EGI.eu Strategy and Policy Team, which will be responsible for maintaining and updating the plan as activities progress.

Ensuring the implementation of the plan will be the responsibility of EGI.eu management, together with the individual process owners. The plan will be reviewed following the review procedure outlined in Section 1.2. Until September 2015, implementation will be supported through the FedSM project. EGI.eu members involved in the project will push forward activities in consultation with project consultants.

9 Monitoring and Review

Each process shall be monitored and reviewed periodically.

This review is to be conducted by the individual Process Owners in preparation for the semi-annual review outlined in Section 1.2.

9.1 Measurements and KPIs

Progress and success should be evaluated and measured according to defined KPIs.

Each individual Process Owner, together with process participants, will define applicable KPIs that are made available via the related wiki page.

9.1.1 KPI Examples

9.1.1.1 Service Portfolio Management

- Planned New Services: Percentage of new services which are developed following a strategic review
- Unplanned New Services: Percentage of new services which are developed without being triggered by strategic reviews
- Strategic Initiatives: Number of strategic initiatives launched from the Service Portfolio Management process
- New Customers: Number of newly won customers
- Lost Customers: Number of customers which were lost to competing service providers

9.1.1.2 Service Level Management

- Services covered by SLAs: Number of services covered by SLAs
- Services covered by OLAs/ UCs: Number of Services where SLAs are backed up by corresponding OLAs/ UCs
- Monitored SLAs: Number of monitored Services/ SLAs, where weak-spots and counter-measures are reported
- SLAs under Review: Number of Services/ SLAs which are regularly reviewed
- Fulfilment of Service Levels: Number of Services/ SLAs where the agreed service levels are fulfilled
- Number of Service Issues: Number of issues in the service provision, which are identified and addressed in an improvement plan

9.2 Reviews and internal audits

An Internal Auditor shall be identified to provide an annual audit of ITSM process and procedures to ensure continuous compliance and improvement of ITSM practices.

10 Continually Improving Service Management

Continually Improving Service Management aims to improve the effectiveness and efficiency of services and processes. The following activities to be included are:

- **Service Review:** Review business services and infrastructure services on a regular basis. The aim of this process is to improve service quality where necessary, and to identify more economical ways of providing a service where possible.
- **Process Evaluation:** evaluate processes on a regular basis. This includes identifying areas where the targeted process metrics are not reached, and holding regular benchmarking, audits, maturity assessments and reviews.
- **Definition of CSI Initiatives:** define specific initiatives aimed at improving services and processes, based on the results of service reviews and process evaluations. The resulting initiatives are either internal initiatives pursued by the service provider on his own behalf, or initiatives which require the customer's cooperation.
- **Monitoring of CSI Initiatives:** verify if improvement initiatives are proceeding according to plan, and to introduce corrective measures where necessary.

10.1 Nonconformities and Corrective Actions

Nonconformities shall be identified and corrective actions shall be taken to eliminate to prevent then recurring.

This will be the responsibility of the Continual Service Improvement Management process owner: https://wiki.egi.eu/wiki/EGI_Continual_Service_Improvement_Management

Each process will define the list of activities that it needs to perform in order to ensure the process is carried out effectively and efficiently.

If an overall process has yet to achieve its objections, open actions for implementation are to be tracked at: https://wiki.egi.eu/wiki/EGI_ITSM_Open_actions

10.2 Improvement Planning and Implementation

Improvements shall be planned and implemented according to the Continual Service Improvement Management process.

This will be defined and hosted on the Continual Service Improvement Management process page at: https://wiki.egi.eu/wiki/EGI_Continual_Service_Improvement_Management

Each process will define the list of activities that it needs to perform in order to ensure the process is carried out effectively and efficiently.

If an overall process has yet to achieve its objectives, open actions for implementation are to be tracked at:
https://wiki.egi.eu/wiki/EGI_ITSM_Open_actions

11 Communication plan

A service management team generally communicates directly with the customer or through the service level manager. There will be several levels of communications — manager level, with suppliers and others. These channels should be clearly understood by each process and service owner.

Document Control Information

Document Details	
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Version History		
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V1	18/10/2013	Initial structure and content
V2	23/10/2013	First draft for internal review
V3	18/03/2014	Revised version from consultant review and feedback provided
V4	15/05/2014	Reviewed final FedSM consultants and approved by EGI.eu ITSM Senior level management contact: EGI.eu Senior Operations Manager

References

R 1	FitSM - Standard for lightweight service management in federated IT infrastructures: http://www.fedsm.eu/fitsm
R 2	EGI ITSM Service Management System: https://wiki.egi.eu/wiki/EGI_ITSM