IT Service Management

Policy Based IT Service Management

White Paper

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The ITSM Service Provider Paradigm

A primary focus of IT Service Management is the application of IT best practices to enable IT to be a more effective service provider across the enterprise.

Although managing the technology itself is a necessary component of most ITSM solutions, it is not the primary focus. Instead ITSM addresses the need to align the delivery of IT services closely with the needs of the business. This transformation of the traditional *Business - IT paradigm* is characterized in several or all of the following attributes.

Traditional I/T	becomes	ITSM Process
Technology focus	→	Process focus
"Fire-fighting"	→	Preventative
Reactive	→	Proactive
Users	→	Customers
Centralized, done in-house	→	Distributed, sourced
Isolated, silos	→	Integrated, enterprise-wide
"One off", adhoc	→	Repeatable, accountable
Informal processes	→	Formal best practices
IT internal perspective	→	Business perspective
Operational specific	→	Service orientation

Within this paradigm there are several perspectives implied either directly or indirectly from these characteristics, such as business objectives, service level objectives, and technology infrastructure. These and other areas play critical roles in the ITSM methods and best practices.

A Roadmap to Policy Based IT Service Management

Policy Based Service Management Architecture is a best practice model that articulates a functional process model, including process inter-relationships, for an IT organization to be an enterprise wide service provider. SolutionMethod™ depicted below is a primary example of an IT Service Management Architecture that is policy based. It encompasses a methodology that identifies the necessary IT policies, practices, procedures, guidelines, standards, conventions, and rules needed to support the business and their process inter-relationship.

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In particular, this architecture articulates and details the best practices to align IT infrastructure with business requirements. It assists in identifying the integration required between the various IT processes, thus enabling them to function effectively and enable IT service provisioning within an enterprise.
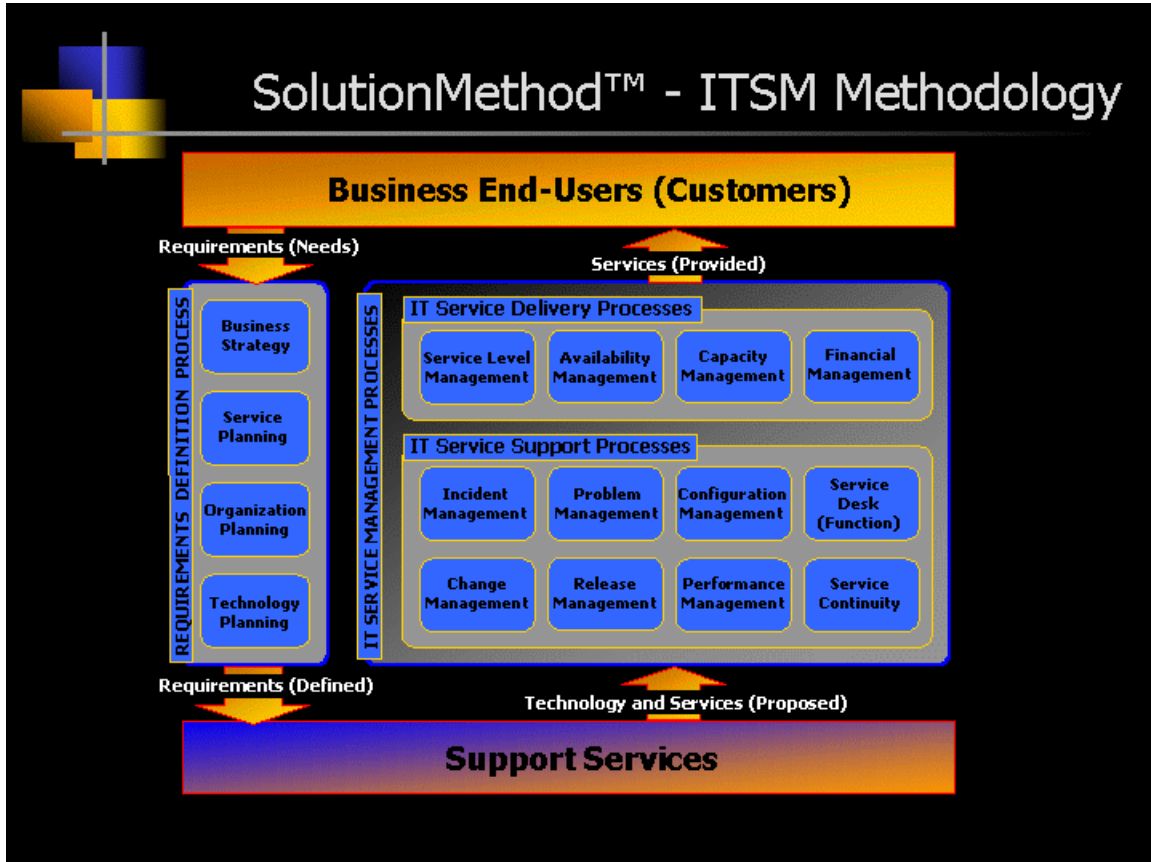
Overview

A policy based IT service management methodology begins with customers generating requirements that input to the Requirements Definition Process. A set of processes qualifies and quantifies the requirements, determines metrics, and details aspects of the service to be provided so that it will align IT to satisfy the business need. Once articulated, services are defined based on the requirements definition and Service Delivery processes are employed to ensure the services provided are designed, planned, and eventually implemented utilizing best practices maintaining business requirement alignment to IT. Once the services are implemented, Service Support processes are employed to ensure service requirements are met on a continual basis.

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A Policy Based Service Management framework is an architectural approach to enable:
- IT organizations to provide quality services to their customers.
- Businesses to maximize their investment in IT technology.
- Cost effective IT support and delivery services.
- IT infrastructure best practices to satisfy business requirements.
- Evolution of the business into an adaptive enterprise.

This framework facilitates IT as a service provider to the organization by identifying necessary management processes and the linkages between them. In particular, it highlights a direct relationship between business problems and key IT processes.

In effect, policy based IT Service Management model such as SolutionMethod™ provides enterprise wide ITSM based on ITIL best practices that is tailored to the organization's specific and unique business and IT infrastructure requirements.

Requirements Definition Process

The process focus areas within the organization and IT infrastructure used to determine associated requirements and metrics are:
- Business - what are the requirements driven by the organization needs?
- Service - what services need to be provided to satisfy those requirements?
- Operational - what IT infrastructure is needed to support the services?
- Technology - what technology is needed with the IT infrastructure?

The following strategy and planning processes take place within the Definition:
- Business Strategy - the organization's business strategy, how are the current business requirements are linked to technology infrastructure? What are the processes that do so?
- Service Planning - how does IT provide services internally and externally for the organization? What are the processes for doing so?
- Organizational (Operational) Planning - how does the organization adapt to internal and external business factors that impact the IT infrastructure? What is the impact of corporate culture on IT? How is IT integrated within the organization?
- Technology Planning - how does IT plan its technology infrastructure internally and externally around the organizations business requirements and model?

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Once Requirements Definition is completed, Support Services is presented with a set of requirements that need to be satisfied. These requirements are articulated in terms of delivering, managing, and supporting the appropriate and necessary IT services. At this point, ITIL best practices are typically employed to develop the necessary IT Services Support and Service Delivery processes that will support the IT services.

IT Service Management Processes

Service Delivery Processes
- Service Level Management - maintain and improve the level of service to the organization
- Availability Management - optimize IT infrastructure capabilities, services, and support to minimize service outages and provide sustained levels of service to meet business requirements
- Capacity Management - enables an organization to tactically manage resources and strategically plan for future resource requirements
- Financial Management - managing the costs associated with providing the organization with the resources needed to meet requirements

### Service Support Processes
- Incident Management - the day-to-day process that restores normal acceptable service with a minimal impact on business
- Change Management - standard methods and procedures for effective managing of all changes
- Problem Management - the diagnosis of the root causes of incidents in an effort to proactively eliminate and manage them
- Release Management - testing, verification, and release of changes to the IT environment
- Configuration Management - physical and logical perspective of the IT infrastructure and the IT services being provided
- Performance Management - the day-to-day monitoring and reporting of resource performance and utilization
- Service Continuity - managing an organization's capability to provide the necessary level of service following an interruption of service
- Service Desk (Function) - a function not a process, this provides a central point of contact between users and IT

People, Process, Technology, Organization, and Integration Perspectives

Policy Based Service Management provides a mechanism to partition Requirements Definition and IT Service Management process functions into discrete processes, each of which can be described with structured criteria and implemented.

It acts as the key enabler for providing cumulative flexibility within the interaction, inter-relationship, and inter-dependencies of these discrete processes across the 5 perspectives of people, process, technology, organization, and integration.
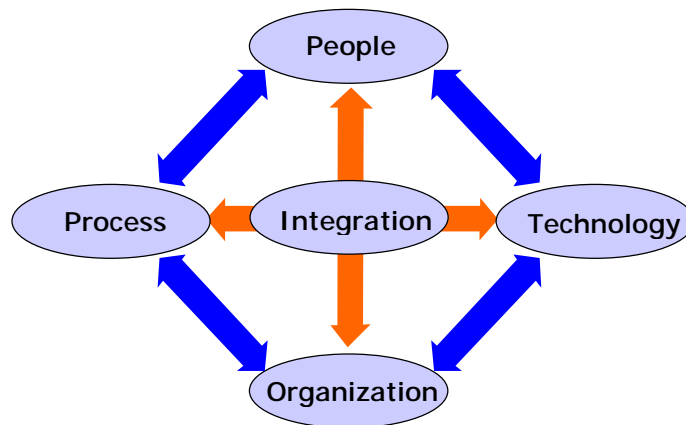
As shown, the integration perspective functions as a common focal point. In essence, it acts as a critical component to the successful implementation of ITSM by helping to focus the alignment of IT to the organization and business functions. This provides for the maximum effectiveness of an ITSM implementation by supporting the paradigm of IT in a service provider role to the organization and aligning IT to directly meet business requirements.

The integration perspective as a focal point also enables the coordination of the Policy Based Service Management processes of Requirements Definition and IT Service Management process functions across the remaining perspectives of people, process, and technology by leveraging the application of best practices for these perspectives with a scope that is enterprise wide.

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Conclusion

A Policy Based IT Service Management methodology focuses on enabling a business requirement driven, IT service provider paradigm. Its functionality is based on the premise that IT Service Management is a multiple entry point model that is process driven with inter-relationships and integration is required between these various IT processes and perspectives, in order to enable them to function effectively and enable IT service provisioning within an enterprise.

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