ITIL® Poster Series #38
Activities of Processes Covered in Other Lifecycle Stages

Good e-Learning

Introduction

In addition to the service operation processes of event, incident, problem, access management, and request fulfilment, service operation has responsibility for carrying out the day-to-day activities associated with many processes that originated in other lifecycle stages. Here we examine the operational implementation of these processes.

SERVICE STRATEGY ACTIVITIES

DEMAND MANAGEMENT

Demand management is used to modify demand for a particular resource or service. Operational aspects of demand management can include controlling and managing access to a specific application with limited licenses. Service operation is responsible for setting up and using virtualization systems to allow movement of processing around the infrastructure to give better performance/resilience in a dynamic fashion.

FINANCIAL MANAGEMENT FOR IT SERVICES

Service operation staff must participate in and support the overall IT budgeting and accounting system, and may be actively involved in any charging system that may be in place.

SERVICE DESIGN ACTIVITIES

CAPACITY MANAGEMENT

Although many capacity management activities are of a strategic or longer-term planning nature, a number of regular ongoing operational capacity management activities are performed part of service operation, such as the capacity and performance monitoring of components (in conjunction with event management) to identify potential problems or trends before failures occur and to provide a basis for trend analysis.

AVAILABILITY MANAGEMENT

Availability management ensures IT services are designed for availability, whilst service operation is responsible for delivering the service. Operational staff are involved in techniques such as service failure analysis (SFA), component failure impact analysis (CFIA), or fault tree analysis (FTA), or as members of technical observation (TO) activities, and in implementing service improvement plans (SIP).
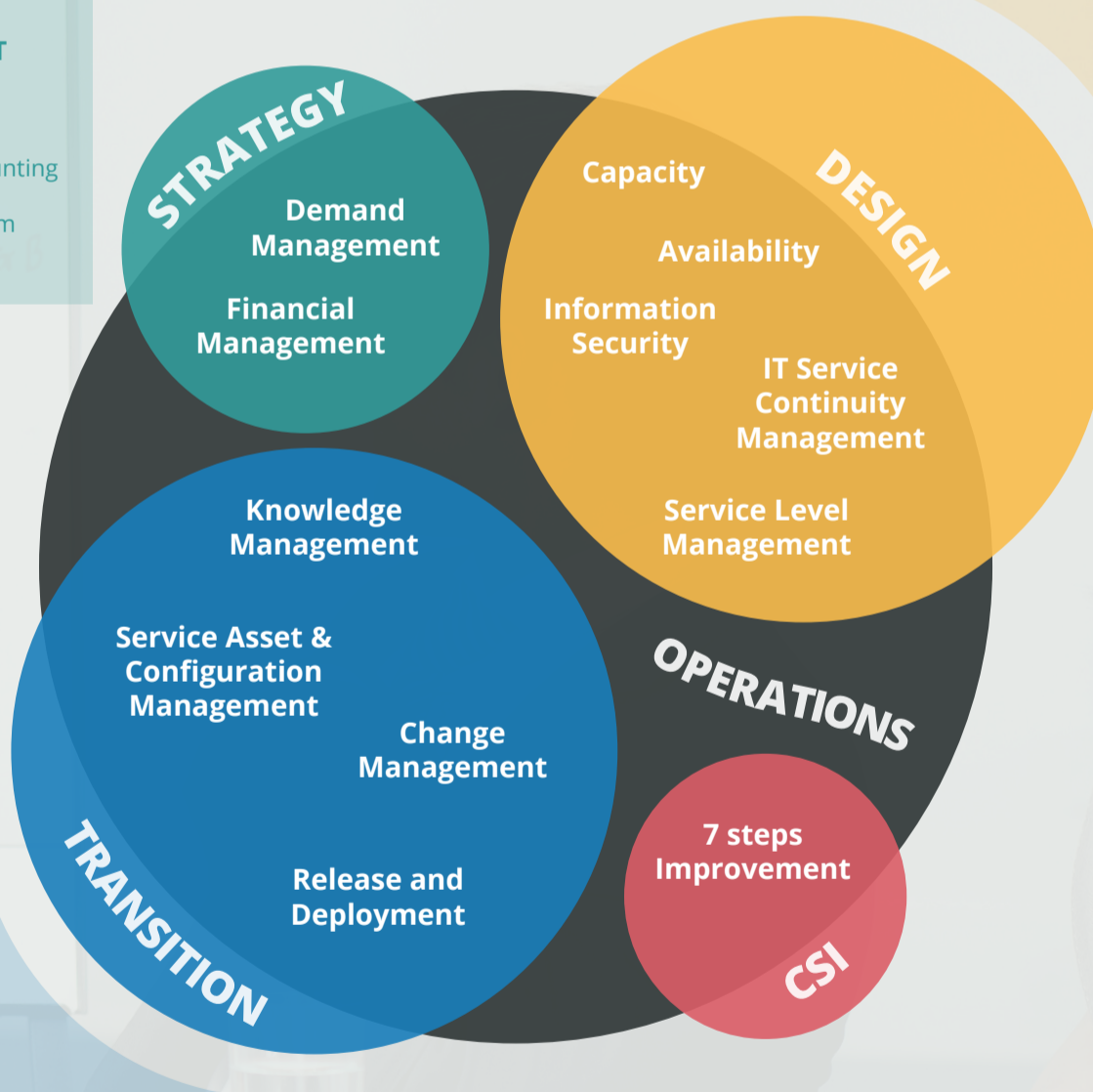
IT SERVICE CONTINUITY MANAGEMENT

Operational staff provide assistance in risk assessment and writing the recovery plans for systems and services under its control. They will participate in the ongoing testing and maintenance of the plans under the direction of the IT service continuity manager. The service desk will play a key role in communicating with staff, customers and users during an actual disaster. Operation staff should participate in training and awareness campaigns to ensure that they understand their roles in a disaster.

INFORMATION SECURITY MANAGEMENT

Service operation teams play a key role in executing the policies, standards and procedures set by information security management. Service operation staff are often first to detect security events and are in the best position to be able to shut down and/or remove access to compromised systems. They will provide technical advice regarding potential security improvements such as firewalls, and assist in investigating security incidents.

SERVICE LEVEL MANAGEMENT

Service operation activities are influenced by service level targets; incident management priorities and incident resolution and request fulfillment targets are aligned with these targets, and event management can provide early detection of service level breaches. Service operation will also provide the reporting against service levels for use by SLM.

SERVICE TRANSITION ACTIVITIES

CHANGE MANAGEMENT

Service operation staff are involved with change management on a day-to-day basis, implementing standard changes, submitting RFCs and participating in the change advisory board (CAB) or emergency change advisory board (ECAB) meetings to ensure that service operation risks, issues and views are taken into account.

SERVICE ASSET AND CONFIGURATION MANAGEMENT

Service operation staff will inform SACM of any discrepancies found between any CIs and the CMS. Operational staff may also be tasked with labelling and tagging physical assets as well as assisting with audit activities to validate the existence and location of service assets.

RELEASE AND DEPLOYLENT MANAGEMENT

Service operation staff will be responsible for actual implementation actions regarding the deployment of new releases, under the direction of release and deployment management, where they relate to service operation components or services. They should also participate in the planning stages of major new releases to advise on service operation issues.

KNOWLEDGE MANAGEMENT

It is vitally important that all data and information that can be useful for future service operation activities are properly gathered, stored and assessed. Key repositories of service operation include not only the CMS and the KEDB, but also include documentation such as operations manuals, procedures manuals, work instructions and other operational documentation.

CONTINUAL SERVICE IMPROVEMENT ACTIVITIES

7-STEP IMPROVEMENT PROCESS

All service operation staff should be constantly looking for areas in which process improvements can be made to give higher IT service quality and/or performed in a more cost-effective way (possibly through identifying opportunities for automation). Opportunities for improvement will be included in the CSI register for review and prioritization.

STRATEGY
Demand Management
Financial Management

DESIGN
Capacity
Availability
Information Security
IT Service Continuity Management
Service Level Management

TRANSITION
Knowledge Management
Service Asset & Configuration Management
Change Management
Release and Deployment

OPERATIONS

CSI
7 steps Improvement