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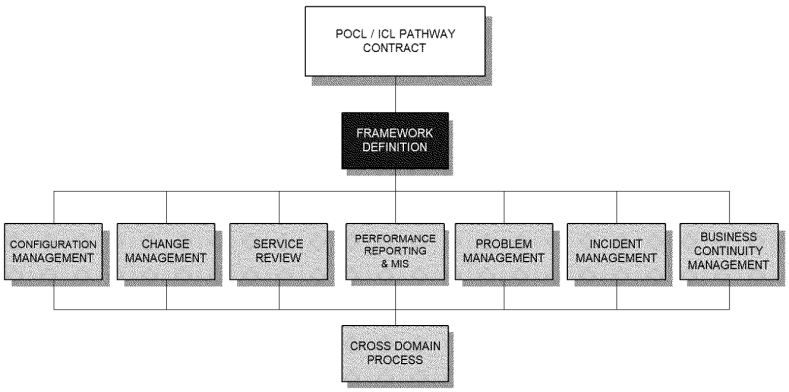
Service Management Framework

Definition



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THE SERVICE MANAGEMENT FRAMEWORK

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0.2 DOCUMENT HISTORY

Version	*Date*	*Details*
0.1	5/5/99	First draft for comments
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0.3	24/5/99	Format updated
0.4	27/5/99	Updated following BA withdrawal and POCL / ICL Pathway planning workshop 26/5/99
0.5	30/6/99	Updated following review by the Framework Steering Group 10/6/99
0.6	13/8/99	Amended to reflect separation of cross domain processes; for formal review by POCL and ICL Pathway.
0.7	18/8/99	Updated by Framework Steering Group - issued for formal review by POCL and ICL Pathway

0.3 REFERENCE DOCUMENTS

Doc. Ref.	*Title*	*Reference*
1	Service Management Framework - Problem Management	HOR/BSM/FMK/003
2	Service Management Framework - Incident Management	HOR/BSM/FMK/002
3	Service Management Framework - Business Continuity	CS/POL/001
4	Service Management Framework - Change Management	HOR/BSM/FMK/006
5	Service Management Framework - Configuration Management	HOR/BSM/FMK/???
6	Service Management Framework - Service Review	Not yet produced
7	Service Management Framework - Performance Reporting	Not yet produced

0.4 DISCLAIMER

This is a Working Document. As such it is without prejudice to any of the parties, and nothing contained herein shall be deemed or construed as affecting existing contractual

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obligations or creating new contractual obligations between any of the parties.

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THE SERVICE MANAGEMENT FRAMEWORK

1. Introduction

1.1 Purpose of this Document

This document introduces and defines the functions of Service Management and the Service Management Framework. The Framework defines the strategy, policies and principles that govern the development of Service Management process models and enable co-operative Service Management by POCL, and ICL Pathway.

1.2 Audience

The document is intended to introduce the Service Management Framework to anybody involved in the design, development or management of the Services that will be subject to Service Management, and to provide the context within which the other Framework and Cross Domain Process documents can be understood.

1.3 Background

Development of the Service Management Framework commenced to cater for the tripartite Horizon and Benefits Payments project, which has since been abandoned. However, it is recognised that Service Management continues to be essential to support the environment that will be created by the successor POCL / ICL Pathway project to automate the Post Office network.

Regardless of contractual provisions, Service Management is an operational imperative.

It is necessary for POCL and ICL Pathway to co-operate to agree the principles and boundaries for Service Management. The Service Management Framework represents those agreements.

1.4 Documentation

There are a number of issues that need to be considered in relation to the framework documentation:

- contractual status of the documents;
- whether the documents are jointly developed, developed by one party, or individual documents developed by either party;
- document standards and appearance;
- sponsorship, ownership, change authority.

2. Service Management

2.1 The Concept

Service Management is a set of methodologies that enable the effective support

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of services. It is not intended to replace line management of services, but provides ways in which:

- deviations from normal service can be managed;
- difficulties in using the service can be managed;
- changes to the service can be managed;
- and provides processes for reporting on and reviewing the service.

2.2 Application - The Framework

In order to function effectively between different organisations, Service Management requires a high degree of co-operative working. In recognition of this POCL and ICL Pathway have agreed the need for a set of common understandings, and to embody and document these understandings in a Service Management Framework.

The Framework consists of seven disciplines:

- Incident Management;
- Problem Management;
- Change Management;
- Service Configuration Management;
- Business Continuity Management;
- Service Review;
- Performance Reporting and Management Information.

Each framework document contains definitions of policy, principles and terminology. Each framework document is underpinned by a Cross Domain Process, defined at a high level, such that it is not specific to any particular organisation configuration or software release.

It is intended that both POCL and ICL Pathway will build these common understandings, principles and processes into their Service Management structure, and create procedures, systems and organisations to make this happen. The resulting work procedures and organisation structures must demonstrably conform with the policy, principles and processes defined in the framework documents.

The document structure is shown in the diagram below.

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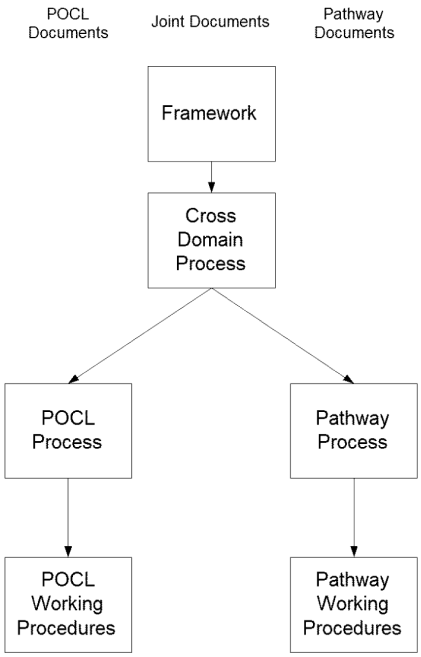

Processes and procedures will cross refer and conform to relevant operational, commercial and design references, for example:

- Business Rules;
- Interface Agreements;
- Assurance Programmes;
- Service Level Agreements (or Operational Level Agreements).

2.3 Structure of Framework Documents

Each Framework document describes a Service management discipline, and will follow a consistent structure:

1. Introduction
1. Terminology
1. Policy
1. General

3. Standards

The Service Management Framework is based on Service Management as defined by the Service Management Forum (*it*SMF) in the IT Infrastructure Library (ITIL). The ITIL definitions have been adapted by the POCL Service Management Development team to the specific requirements of the management of Horizon Services.

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4. Policy

The Service Management Framework represents policy for POCL and ICL Pathway, and governs the detailed development of working procedures for Service Management within each organisation.

The Horizon Service Review Forum will act as sponsors and change authorisation board for the Framework.

The working procedures developed from the Framework are subject to end to end assurance testing. In order to facilitate the assurance programme POCL and ICL Pathway will make available staff equipped with detailed working procedures.

5. The Service Management Framework Structure

5.1 Descriptions

The Service Management Framework is described in documentation at various levels. Paragraphs 5.2 to 5.10 provide brief descriptions of the Framework documentation, brief definitions of the Service Management disciplines, and a list of the Framework and subsidiary documents for each discipline.

5.2 Incident Management

5.2.1 Summary and Purpose of Documentation

Guidelines and arrangements for managing the identification, registration, analysis, resolution and escalation of Incidents across the interactive service domains of POCL and ICL Pathway.

5.2.2 Definition

Incidents are individual day to day events resulting from:

- faults or failures in equipment, software, services or procedures;
- user error;
- user requests for advice and guidance.

Such an event may be resolved locally or be raised as an Incident. An Incident will be deemed to exist when it is logged on a POCL or ICL Pathway Incident Management system.

Incidents are managed via a framework of function specific services, fronted by Help Desks. Once a solution or temporary procedure has been applied and accepted the individual Incident will be closed.

5.2.3 Documentation

- Incident Management Framework POCL

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5.3 Problem Management

5.3.1 Summary and Purpose of Documentation

Guidelines and arrangements for managing the identification, registration, analysis, resolution and escalation of problems across the interactive service domains of POCL and ICL Pathway.

5.3.2 Definition

A Problem is a record of an underlying cause which may result in Incidents.

A Problem potentially exists when a defect in the specification, design, production, implementation, or use of any of the service components results in any aspect of the service not meeting expectations.

A Problem will be raised when the impact of the defect (e.g. the level and severity of the related incidents) is substantial enough to warrant action to eradicate it.

A Problem will be deemed to exist when it is logged on a POCL or ICL Pathway Problem Management system.

A Problem will be closed when it has been agreed that the underlying cause has been fixed or removed.

5.3.3 Documentation

- Problem Management Framework POCL

5.4 Change Management

5.4.1 Summary and Purpose of Documentation

Procedures for requesting, impacting, authorising and implementing change in the live service environment, and for escalating issues associated with the operation of the change process.

5.4.2 Definition

Change Control will be exercised over all aspects of the Services. There will be two ways in which change is managed:

- Pre-Defined Change
  For change types that are predictable and are likely to occur on multiple occasions, pre-defined change procedures may be developed.
- Individual or "Ad Hoc" Change
  Changes that do not have a pre-defined procedure for implementation, for example, the introduction of a new generic service will be subject to full impact assessment and will be authorised individually by agreed authorities.

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5.4.3 Documentation

- Change Control Framework POCL

5.5 Configuration Management

5.5.1 Summary and Purpose of Documentation

The methodology for defining, storing, reporting and controlling the Configuration. (In general, POCL and ICL Pathway will do this independently, however recognising each other as customers of the process.)

5.5.2 Definition

Configuration Management provides and maintains a definition of the key elements of the service, and provides a discipline for supporting the control and management of their components throughout their life-cycle. An essential product is the definition of the links and dependencies of each Configuration Item, which helps to identify the likely impact of any change to the Configuration.

5.5.3 Documentation

- Configuration Management Framework POCL

5.6 Business Continuity

5.6.1 Summary and Purpose of Documentation

Guidelines and arrangements that safeguard the live service environment against serious disruption.

5.6.2 Definitions

Business Continuity Planning is the method for identifying things that could go wrong with an end to end service and putting appropriate safeguards in place. The safeguards will generally fall within one or more of the following areas.

- Resilience
  In-built design features to ensure that if a single component of a system or service fails there is little or no impact upon the end user, customer or client.
- Recovery
  The arrangements for quickly restoring a failed system or service to its normal state
- Contingency
  Interim procedures to keep the business going whilst a failed system or service is being recovered.

Business Continuity Management is the management of major failures and disruptions across an end to end service. This supports the

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immediate referral of Major Business Continuity Incidents to senior managers and the subsequent controlled and co-ordinated invocation of Recovery and Contingency arrangements.

5.6.3 Documentation

Service Management Framework - Business Continuity ICL Pathway

5.7 Performance and MIS Reporting

5.7.1 Summary and Purpose of Documentation

A generic digest of all the Performance and MIS reports, including details of media, formats and production schedules.

5.7.2 Definition

Performance and MIS reports to be produced in order to inform POCL and ICL Pathway of the performance of Horizon Services.

5.7.3 Documentation

None at present

5.8 Service Review

5.8.1 Summary and Purpose of Documentation

A generic plan for the Service Review meetings that take place between POCL and ICL Pathway. To include terms of reference, key inputs and outputs, and key dependencies. Encompasses a process for input to the Service Improvement process, which will be run in parallel with the Problem Management process.

5.8.2 Definition

A pre agreed schedule of meetings that take place between POCL and ICL Pathway in order to review the Horizon Services, and to identify and sponsor improvements to the Services.

5.8.3 Documentation

POCL will develop a framework document.

6. Maintenance and Development

6.1 Ownership

The Service Management Framework and all associated policy, processes, procedures and documentation are sponsored by the Horizon Service Review Forum.

6.2 Change Authority

Change Authority is vested in the Horizon Service Review Forum, with the exception of any change proposal that includes a change to the role of the

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Forum; which change may in any case have contractual implications, and thus authority will be vested in a higher Change Control Board (yet to be decided).

6.3 Review

The Service Management Framework will be reviewed annually by the Horizon Service Review Forum.