



Standards for lightweight
IT service management

Part 2: Objectives and activities

Edition 2016 – Version 2.2



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1. Foreword

FitSM is a lightweight standards family aimed at facilitating service management in IT service provision, including federated scenarios. The main goal of the FitSM family is to maintain a clear, pragmatic, lightweight and achievable standard that allows for effective IT service management (ITSM).

FitSM is and will remain free for everybody. This covers all parts of the standard, including the core parts and implementation aids. All parts of the FitSM standard and related material published by the FitSM working group are licensed under a Creative Commons International License.

The development of FitSM was supported by the European Commission as part of the Seventh Framework Programme. FitSM is owned and maintained by ITEMO e.V., a non-profit partnership of specialists in the field of IT management, including experts from industry and science.

FitSM is designed to be compatible with the International Standard ISO/IEC 20000-1 (requirements for a service management system) and the IT Infrastructure Library (ITIL). Although the FitSM process model, requirements, recommended activities and role model target a lightweight implementation, it can act as a first step to introducing “full” ITSM, i.e. applying ITIL good practices and / or achieving compliance against ISO/IEC 20000-1. The FitSM family is made up of several documents, providing guidance and input on different aspects of ITSM in federated ICT infrastructures:

- FitSM-0: Overview and vocabulary
- FitSM-1: Requirements
- FitSM-2: Objectives and activities (this document)
- FitSM-3: Role model
- FitSM-4: Selected templates and samples (*set of documents under continual development*)
- FitSM-5: Selected implementation guides (*set of documents under continual development*)
- FitSM-6: Maturity and capability assessment scheme

All documents are available and published in their most recent version through the website www.fitsm.eu. Enquiries about the standard and its applicability should be directed by e-mail to info@fitsm.eu.

2. Introduction

The goals and activities stated in this part of the FitSM standards series are aimed at supporting effective, lightweight IT service management (ITSM) processes in an organisation (or part of an organisation) delivering IT services to customers, and harmonizing ITSM across federated computing infrastructures.



3. Scope and applicability

FitSM-2 provides a set of goals and recommended activities that may assist in fulfilling the requirements for ITSM that are established in FitSM-1. As in part 1 of the standard (FitSM-1), we deal first with the goals and activities related to general SMS requirements before addressing process-specific objectives and activities. These activities are not intended to be exhaustive or the only activities that can be used to meet the requirements, but they give some initial guidance needed to address meeting the FitSM-1 requirements.

This standard is applicable to all types of organisation (e.g. commercial enterprises, government agencies, non-profit organizations) from which IT services are provided, regardless of type, size and the nature of the services delivered. It is especially suitable for groups new to service management, or for federated scenarios.

4. Terms and definitions

For the purpose of this standard, the terms and definitions according to FitSM-0: Overview and vocabulary apply.



5. Objectives and recommended activities to achieve compliance against the general requirements for an SMS according to FitSM-1

The following objectives and recommended activities may be applied in the context a service management system (SMS) designed according to the requirements from FitSM-1. While this section focuses on the general aspects and requirements of planning and implementing and effective SMS, section 6 of this document addresses the process-specific activities.

GR1 Top Management Commitment & Responsibility	
OBJECTIVE	
To ensure that top management of the organisation(s) involved in the delivery of services is clearly committed to a service- and process-oriented approach and that they fulfil their leadership duties	
ACTIVITIES	
<ul style="list-style-type: none"> • Prepare a problem statement outlining the issues caused by lack of service management and the consequent motivation for implementing or improving ITSM. • Define the role of the SMS owner, and assign this role to a top management representative of the organisation(s) involved in delivering services to customers. • Define and document a general service management policy (under consideration of the problem statement mentioned above), and have it approved by top management. • Produce a communication plan, and communicate ITSM-related topics to relevant stakeholders according to the plan • Review the service management policy at regular intervals. • Perform management reviews of the SMS at regular intervals, based on a clear understanding of the topics and desired outcomes of such management reviews. 	

GR2 Documentation	
OBJECTIVE	
To ensure that policies, processes and procedures and their outputs are sufficiently documented to support and enhance effectiveness and traceability of IT service management	
ACTIVITIES	
<ul style="list-style-type: none"> • Agree on a single location and format for service management documentation (such as a document management system, wiki, file format, versioning system). • Agree and document procedures for controlling documentation (creation and approval, communication and distribution, review as well as versioning and change tracking). • Agree on the specific documents to produce and maintain (such as service management policies, plans, process descriptions, the service catalogue etc.). 	



GR3 Defining The Scope Of Service Management

OBJECTIVE

To agree and document the extent and boundaries of the SMS by clearly defining the service(s), organisation(s) and location(s) for which the SMS is valid

ACTIVITIES

- Discuss the required scope of service management by defining which services, technologies, locations and customers it applies to.
- Align the scope to the service management policy, available resources and customer requirements.
- Produce a (formal) scope statement.

GR4 Planning Service Management (PLAN)

OBJECTIVE

To create plans for implementing and maintaining ITSM in an organisation or federation, based on the identified scope

ACTIVITIES

- Assess the baseline maturity of the current SMS.
- Set an appropriate goal level of maturity for service management (qualitatively or quantitatively) to be achieved.
- Determine and describe the gap between defined goals and the current baseline – the 'delta'.
- Identify and specify the tasks for improvement based on this 'delta'.
- Produce a service management plan. As part of this, among other things:
 - Define the goals and timing of implementing the SMS and the related processes
 - Define and assign general roles and responsibilities in the SMS.
 - Define and assign process-related roles and responsibilities.
 - Assign a timeline to specific tasks.
 - Clarify which tools are going to be used to support the implementation of the SMS and execution of the ITSM processes.



GR5 Implementing Service Management (DO)

OBJECTIVE

To implement ITSM according to plans and ensure service management processes are executed as defined

ACTIVITIES

- Implement and operate the SMS according to what it is stated in the service management plan.
- Identify and perform actions to support and enforce the application of defined service management processes in practice, such as effective communication, awareness and training activities as well as disciplinary measures as a last resort for those not adhering to processes, related policies or procedures.

GR6 Monitoring And Reviewing Service Management (CHECK)

OBJECTIVE

To examine the level of compliance, effectiveness and efficiency of the SMS, assess the organisational maturity, and find opportunities for improvement

ACTIVITIES

- Define specific, measurable and relevant indicators and procedures for monitoring the effectiveness and efficiency of the SMS.
- Regularly monitor the defined indicators and record the results.
- Perform regular qualitative assessments of the SMS.
- Define an internal audit program taking into account the status and importance of the processes to be audited, defining the scope and frequency of audits and ensuring impartiality of the audit by the selection of suitable auditors.
- Plan and perform audits according to the audit program.
- Report on the results of measurements, assessments and audits to all relevant parties including top management.

GR7 Continually Improving Service Management (ACT)

OBJECTIVE

To initiate corrective and follow-up actions based on the results of measurements, assessments, reviews and audits

ACTIVITIES

- Use the Continual Service Improvement Management process to prioritize, approve or reject, and implement improvements.



6. Objectives and recommended activities of the ITSM processes required by FitSM-1

The following objectives and recommended activities may be applied in the context of the specific ITSM processes that are part of a service management system (SMS) based on the requirements from FitSM-1.

PR1 Service Portfolio Management (SPM)	
OBJECTIVE	To define and maintain a service portfolio
ACTIVITIES: INITIAL PROCESS SETUP	<ul style="list-style-type: none"> • Define a way to document the service portfolio. • Define a way to describe / specify a specific service. • Set up an initial service portfolio (including service specifications) covering at least all live services provided to customers, as far as they are in the scope of the service management system. • Create a map of the bodies / parties (organisations, federation members) involved in delivering services. <ul style="list-style-type: none"> ○ Identify and describe the broad role of each party in service provisioning. ○ Identify a single contact point for each body / party.
PROCESS INPUTS	<ul style="list-style-type: none"> • Customer demand and requirements • Understanding of the service provider's resources and capabilities • Understanding of the service provider's limitations and constraints
ACTIVITIES: ONGOING PROCESS EXECUTION	<ul style="list-style-type: none"> • Manage and maintain the service portfolio <ul style="list-style-type: none"> ○ Add a service to the service portfolio ○ Update a service in the service portfolio ○ Retire a service in the service portfolio • Manage the design and transition of new or changed services <ul style="list-style-type: none"> ○ Create and approve a service design and transition package ○ Update a service design and transition package • Manage the organisational structure involved in delivering services
PROCESS OUTPUTS	<ul style="list-style-type: none"> • A complete and up-to-date service portfolio • Valid and consistent service descriptions / specifications • Service design and transition packages for new or changed services



PR2 Service Level Management (SLM)
OBJECTIVE
To maintain a service catalogue, and to define, agree and monitor service levels with customers by establishing meaningful service level agreements (SLAs) and supportive operational level agreements (OLAs) and underpinning agreements (UAs) with suppliers
ACTIVITIES: INITIAL PROCESS SETUP
<ul style="list-style-type: none"> • Define the structure and format of the service catalogue, and create an initial service catalogue based on the service portfolio. • Define a basic / default SLA valid for all services provided to customers, where no specific / individual SLA are in place. • Define templates for individual SLAs, OLAs and UAs. • Identify the most critical supporting service components, and agree OLAs and UAs with those contributing to delivering services to customers. • Agree individual SLAs with customers for the most important / critical services.
PROCESS INPUTS
<ul style="list-style-type: none"> • Defined service portfolio • General and specific customer requirements
ACTIVITIES: ONGOING PROCESS EXECUTION
<ul style="list-style-type: none"> • Maintain the service catalogue <ul style="list-style-type: none"> ○ Add a service to service catalogue ○ Update a service in the service catalogue ○ Remove a service from service catalogue • Manage SLAs <ul style="list-style-type: none"> ○ Negotiate and sign a new SLA ○ Evaluate and report on SLA fulfilment ○ Notify customer of an SLA violation ○ Update or resign an SLA • Manage OLAs and UAs <ul style="list-style-type: none"> ○ Negotiate and sign an OLA / UA ○ Evaluate and report on OLA / UA fulfilment ○ Notify supporting party / federation member or supplier of an OLA / UA violation ○ Update or resign an OLA / UA
PROCESS OUTPUTS
<ul style="list-style-type: none"> • Up-to-date service catalogue • Default / corporate level SLA • Individual SLAs with customers • Supporting OLAs and UAs



PR3 Service Reporting Management (SRM)
OBJECTIVE
To specify all service reports and ensure they are produced according to specifications in a timely manner to support decision-making
ACTIVITIES: INITIAL PROCESS SETUP
<ul style="list-style-type: none"> • Create a list of all service reports that are currently produced or will be produced on a regular basis in the future. • Specify every identified service report by giving the report a unique name (ID), describing the purpose of the report, identifying its audience / addressee, defining its frequency, outlining the intended contents of the report, and defining its format and method of delivery. • Define general or specific templates for service reports to standardise / harmonise the report structure and support effective and repeatable reporting.
PROCESS INPUTS
<ul style="list-style-type: none"> • Reporting requirements (e.g. from SLAs)
ACTIVITIES: ONGOING PROCESS EXECUTION
<ul style="list-style-type: none"> • Maintain service report specifications <ul style="list-style-type: none"> ○ Define/specify a new service report ○ Update a report specification ○ Terminate a service report • Monitor the production and distribution of service reports <ul style="list-style-type: none"> ○ Verify the production and distribution of service reports according to specifications ○ Initiate follow-up actions in case of inaccurate reporting
PROCESS OUTPUTS
<ul style="list-style-type: none"> • List of all (agreed) service reports • Specification of all service reports • Actual reports (produced on a regular basis)



PR4 Service Availability & Continuity Management (SACM)	
OBJECTIVE	To ensure sufficient service availability to meet agreed requirements and adequate service continuity in case of exceptional situations
ACTIVITIES: INITIAL PROCESS SETUP	<ul style="list-style-type: none"> • Identify the most critical service availability and continuity requirements based on SLAs and other sources of information. • Define the structure and format of a (generic) service availability and continuity plan. • Define an approach to monitor service availability (and continuity) and to record the results on an ongoing basis.
PROCESS INPUTS	<ul style="list-style-type: none"> • Service availability and continuity requirements (e.g. from SLAs) • Risk factors having impact on the capability of delivering services according to agreed availability and continuity targets
ACTIVITIES: ONGOING PROCESS EXECUTION	<ul style="list-style-type: none"> • Identify and record service availability and continuity requirements • Assess risks related to service availability and continuity • Maintain service availability and continuity plans • Perform service continuity tests • Monitor service availability and continuity
PROCESS OUTPUTS	<ul style="list-style-type: none"> • Service availability and continuity plans • Service availability and continuity monitoring plans / concept • Service availability and continuity monitoring records / reports



PR5 Capacity Management (CAPM)	
OBJECTIVE	To ensure sufficient capacities are provided to meet agreed service capacity and performance requirements
ACTIVITIES: INITIAL PROCESS SETUP	<ul style="list-style-type: none"> • Define the structure and format of a (generic) capacity plan. • Define an approach to monitor service performance and capacity (including utilisation of resources) on to record the results on an ongoing basis.
PROCESS INPUTS	<ul style="list-style-type: none"> • Service performance and capacity requirements (e.g. from SLAs) • Current level of capacities plus information on the past, current and future (predicted) utilisation of resources • Information on available resources and constraints
ACTIVITIES: ONGOING PROCESS EXECUTION	<ul style="list-style-type: none"> • Identify and record capacity and performance requirements • Maintain capacity plans • Monitor capacity, resource utilisation and service performance
PROCESS OUTPUTS	<ul style="list-style-type: none"> • Capacity plans (reflecting demands, planned upgrades, downgrades and reallocations of resources) • Capacity and service performance monitoring plans / concept • Capacity and service performance monitoring records / reports



PR6 Information Security Management (ISM)

OBJECTIVE

To manage information security effectively through all activities performed to deliver and manage services, so that the confidentiality, integrity and accessibility of relevant information assets are preserved

ACTIVITIES: INITIAL PROCESS SETUP

- Define a scheme to classify information assets according to their sensitivity / criticality.
- Define a way to document an inventory of (information) assets.
- Identify, describe and classify the most important information assets.
- Identify the most important links between configuration items (CIs) such as information-processing systems / facilities and the information assets identified before.
- Define a method / scheme to identify and assess information security risks.
- Perform an initial risk assessment, based on the identified assets, and focused on the most significant information security risks.
- Define clear information security policies as a basis for effective information security governance.
- Define a way to document information security controls and to monitor their status and progress of implementation.
- Identify and document the most important technical, physical and organisational information security controls in place.

PROCESS INPUTS

- Information security requirements (from SLAs, legislation, contracts)
- Relevant risk factors (information on assets, vulnerabilities, threats)

ACTIVITIES: ONGOING PROCESS EXECUTION

- Manage (information) assets
 - Add an information asset to the asset inventory
 - Update the description or classification of an information asset in the asset inventory
 - Remove an information asset from the asset inventory
- Manage information security risks
 - Identify and assess a new or changed information security risk
 - Review or repeat the information security risk assessment (in regular intervals)
- Maintain information security policies
 - Create, approve and communicate a new information security policy
 - Update an existing information security policy
 - Retire an existing information security policy
- Plan and implement information security controls
 - Specify a new information security control
 - Update the specification of an existing information security control
 - Retire an existing information security control
- Manage information security events and incidents



- Monitor, record and classify information security events
- Identify and handle an information security incident
- Define and monitor follow-up actions after an information security incident
- Perform access control
 - Process requests for access rights
 - Provide access rights
 - Modify or revoke access rights
 - Review access rights (in regular intervals)

PROCESS OUTPUTS

- Up-to-date inventory of information assets
- Approved information security policies
- Up-to-date information security risk assessment
- Documented information security controls
- Reports on information security events, incidents and follow-up actions



PR7 Customer Relationship Management (CRM)
OBJECTIVE
To establish and maintain a good relationship with customers receiving services
ACTIVITIES: INITIAL PROCESS SETUP
<ul style="list-style-type: none"> • Set up an initial customer database, and for each service customer document the most important information including contact information both on the customer side as well as a designated contact for the customer on the service provider side (account manager). • Define a way to perform and document the results of a service review. • Define a way to record, respond to and follow-up a customer complaint. • Define a way to evaluate customer satisfaction on a regular basis, e.g. based on regular (online) surveys.
PROCESS INPUTS
<ul style="list-style-type: none"> • Information on service customers • Current service catalogue • Customer demands and requirements • Existing SLAs with customers • Customer complaints
ACTIVITIES: ONGOING PROCESS EXECUTION
<ul style="list-style-type: none"> • Maintain the customer database <ul style="list-style-type: none"> ○ Add a new customer to the customer database ○ Update the information on a customer in the customer database ○ Remove a customer from the customer database • Manage customer complaints <ul style="list-style-type: none"> ○ Record, handle and close a customer complaint ○ Monitor the implementation status of actions following a customer complaint ○ Review all customer complaints and follow-up actions periodically • Manage customer satisfaction <ul style="list-style-type: none"> ○ Plan and prepare a customer satisfaction survey ○ Perform and record the results of a customer satisfaction survey ○ Initiate follow-up actions in response to insufficient customer satisfaction • Perform customer service reviews <ul style="list-style-type: none"> ○ Plan and prepare a service review ○ Perform and record a service review
PROCESS OUTPUTS
<ul style="list-style-type: none"> • Up-to-date database of service customers (customer database) • Service review reports • Customer complaints records • Customer satisfaction reports



PR8 Supplier Relationship Management (SUPPM)
OBJECTIVE
To establish and maintain a healthy relationship with suppliers supporting the service provider in delivering services to customers, and monitor their performance
ACTIVITIES: INITIAL PROCESS SETUP
<ul style="list-style-type: none"> • Set up an initial supplier database, and for each supplier document the most important information including contact information both on the supplier side as well as on the service provider side (supplier relationship manager).
PROCESS INPUTS
<ul style="list-style-type: none"> • Information on suppliers • Information on supplier offerings • Existing UAs with suppliers
ACTIVITIES: ONGOING PROCESS EXECUTION
<ul style="list-style-type: none"> • Maintain the supplier database <ul style="list-style-type: none"> ○ Add a new supplier to the supplier database ○ Update the information on a supplier in the supplier database ○ Remove a supplier from the supplier database • Monitor supplier performance <ul style="list-style-type: none"> ○ Measure and review supplier performance based on underpinning agreements (UAs) with suppliers ○ Initiate follow-up actions in response to insufficient supplier performance
PROCESS OUTPUTS
<ul style="list-style-type: none"> • Up-to-date supplier database • Supplier performance reports



PR9 Incident & Service Request Management (ISRM)

OBJECTIVE

To restore normal / agreed service operation within the agreed time after the occurrence of an incident, and to respond to user service requests

ACTIVITIES: INITIAL PROCESS SETUP

- Set up a tool (e.g. ticket / workflow tool) supporting the recording and handling (including classification, prioritization, escalation, closure) of reported incidents and service requests.
- Define a standardized and repeatable way (procedure) of recording incidents and service requests that specifies the sources and channels through which incidents and service requests may be raised, the required format of an incident report or service request, and the way in which the incident or service request is recorded in the recording system.
- Define a standardized and repeatable way (procedure) of classifying incidents and service requests that specifies a suitable classification scheme and describes how it should be applied.
- Define a standardized and repeatable way (procedure) of prioritizing incidents and service requests that specifies a suitable prioritization scheme and describes how the priority of an incident or service request should be calculated.
- Define a standardized and repeatable way (procedure) of escalating incidents and service requests that specifies functional and hierarchical escalation paths.
- Define a standardized and repeatable way (procedure) of closing incidents and service requests that specifies how incidents and service requests are closed, including required user communication and confirmation.
- Define the criteria for identifying a major incident, as well as a standardized and repeatable way (procedure) of dealing with major incidents from recording to closure, including a major incident review.
- Identify well-known and recurring incidents, and for each of them describe, where required, the concrete steps to be carried out in response to the respective incident in order to manage it effectively from recording to closure.
- Identify standardized service requests based on service descriptions and SLAs, and for each of them describe, where required, the concrete steps to be carried out in response to the respective service request in order to manage it effectively from recording to closure.

PROCESS INPUTS

- Incidents reported by users or identified by the service provider
- Service requests raised by users
- Configuration information (CMDB)

ACTIVITIES: ONGOING PROCESS EXECUTION

- Manage incidents (including major incidents) and service requests
 - Record an incident or service request
 - Classify an incident or service request
 - Prioritize an incident or service request
 - Escalate an incident or service request



- Resolve an incident or service request
- Close an incident or service request
- Perform a major incident review
- Maintain the step-by-step workflows for well-known and recurring incidents and standardized service requests

PROCESS OUTPUTS

- Incident records
- Service request records
- Major incident review reports
- Requests for changes raised to trigger the change management process, in order to commence the fulfilment of service requests
- Up-to-date descriptions of step-by-step workflows for standard incidents and service requests
- Regular incident reports



PR10 Problem Management (PM)
OBJECTIVE
To 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
ACTIVITIES: INITIAL PROCESS SETUP
<ul style="list-style-type: none"> • Define a standardized and repeatable way to record problems, known errors and related workarounds, and set up an initial known error database (KEDB). • Set up a tool (e.g. ticket / workflow tool) supporting the recording and handling (including classification, prioritization, escalation, closure) of identified problems.
PROCESS INPUTS
<ul style="list-style-type: none"> • Statistics on incidents and service requests (for trend analysis) • Incident and service request records • Other relevant sources of information to identify (new) problems, including change and release records • Configuration information (CMDB)
ACTIVITIES: ONGOING PROCESS EXECUTION
<ul style="list-style-type: none"> • Perform regular incident trend analysis to identify (new) problems • Manage problems <ul style="list-style-type: none"> ○ Identify and record a problem ○ Classify a problem ○ Prioritize a problem ○ Escalate a problem ○ Resolve a problem ○ Close a problem • Maintain the KEDB <ul style="list-style-type: none"> ○ Add a known error (and workaround) to the KEDB ○ Update a known error (and workaround) in the KEDB ○ Remove a known error (and workaround) from the KEDB ○ Perform a KEDB review
PROCESS OUTPUTS
<ul style="list-style-type: none"> • Up-to-date KEDB with information (records) on problems, known errors and related workarounds • Requests for changes raised to trigger the change management process, in order to resolve the underlying root cause(s) of identified problems / known errors



PR11 Configuration Management (CONFM)
OBJECTIVE
To provide and maintain a logical model of all configuration items and their relationships and dependencies
ACTIVITIES: INITIAL PROCESS SETUP
<ul style="list-style-type: none"> • Define the scope of the configuration management process and the integrated configuration management database (CMDB). • Identify and define CI types (including their attributes) and relationship types. • Based on the defined scope, identify all existing sources of configuration information in the environment of the service provider. • Create a configuration management plan to describe the concept for integrating available sources of configuration information and add missing configuration information to the integrated CMDB, including the selection of appropriate supporting technology / tools.
PROCESS INPUTS
<ul style="list-style-type: none"> • Relevant information / data on configuration items (CIs) and their relationships • Information on changes to CIs
ACTIVITIES: ONGOING PROCESS EXECUTION
<ul style="list-style-type: none"> • Configuration control <ul style="list-style-type: none"> ○ Create a configuration record ○ Update a configuration record • Verify configuration records <ul style="list-style-type: none"> ○ Plan automated and non-automated configuration verifications ○ Perform a configuration verification ○ Inform stakeholders about inconsistencies and identify follow-up actions
PROCESS OUTPUTS
<ul style="list-style-type: none"> • Up-to-date logical model of all relevant CIs and their attributes and relationships, reflected by the information / records stored in the configuration management database (CMDB) • Configuration baselines • Configuration verification reports



PR12 Change Management (CHM)
OBJECTIVE
To ensure changes to CIs are planned, approved, implemented and reviewed in a controlled manner to avoid adverse impact of changes to services or the customers receiving services
ACTIVITIES: INITIAL PROCESS SETUP
<ul style="list-style-type: none"> • Set up a tool (e.g. ticket / workflow tool) supporting the recording and handling (including classification, evaluation, approval, implementation, post implementation review) of requested and approved changes. • Define a standardized and repeatable way of recording requests for changes (RFCs) and resulting approved changes that specifies the sources and channels through which RFCs may be raised, the required format of an RFC, and the way in which the RFC is recorded in the recording system. • Define the criteria for identifying emergency changes, as well as a standardized and repeatable way of dealing with emergency changes from recording to closure, including an emergency change review. • Identify well-known and recurring changes (standard changes), and for each of them describe, where required, the concrete steps to be carried out in order to manage the respective change effectively from recording to closure (including the steps for implementing the change and ensuring adequate traceability and documentation).
PROCESS INPUTS
<ul style="list-style-type: none"> • Requests for changes (RFCs) • Information on planned releases and deployments
ACTIVITIES: ONGOING PROCESS EXECUTION
<ul style="list-style-type: none"> • Manage changes <ul style="list-style-type: none"> ○ Record an RFC ○ Classify an RFC ○ Evaluate an RFC ○ Approve a change ○ Implement a change ○ Perform a post implementation review • Maintain the list, descriptions and step-by-step workflows for well-known and recurring changes (standard changes) • Maintain the schedule of changes
PROCESS OUTPUTS
<ul style="list-style-type: none"> • Change records • Up-to-date schedule of changes • Post implementation review reports • Up-to-date list of (pre-defined) standard changes and step-by-step-workflows for handling them



PR13 Release & Deployment Management (RDM)	
OBJECTIVE	
To bundle changes of one or more configuration items to releases, so that these changes can be tested and deployed to the live environment together	
ACTIVITIES: INITIAL PROCESS SETUP	
<ul style="list-style-type: none"> • Define a standardized and repeatable way of defining and planning releases, based on approved changes and the schedule of changes. • Define criteria for identifying different types of releases, such as major releases, minor releases or emergency releases. • Define a release policy. • Define a way to record the results of release and deployment testing and evaluation of acceptance criteria. 	
PROCESS INPUTS	
<ul style="list-style-type: none"> • Information on approved changes • Release and deployment planning constraints 	
ACTIVITIES: ONGOING PROCESS EXECUTION	
<ul style="list-style-type: none"> • Manage releases <ul style="list-style-type: none"> ○ Plan a release ○ Build a release ○ Test a release ○ Inform, educate and train users on deployment ○ Inform, educate and train support staff on deployment ○ Prepare the live environment for deployment ○ Deploy a release ○ Review a release for success 	
PROCESS OUTPUTS	
<ul style="list-style-type: none"> • Defined and successfully deployed releases • Information / reports on the success and failure of releases 	



PR14 Continual Service Improvement Management (CSI)
OBJECTIVE
To identify, prioritize, plan, implement and review improvements to services and service management
ACTIVITIES: INITIAL PROCESS SETUP
<ul style="list-style-type: none"> • Identify all relevant sources of potential suggestions for improvement. • Define a standardized way to record suggestions for improvements from the identified sources. • Set up a tool (e.g. ticket / workflow tool) supporting the recording and handling (including prioritization, evaluation approval) of suggestions for improvement.
PROCESS INPUTS
<ul style="list-style-type: none"> • Identified nonconformities as well as deficiencies in effectiveness and efficiency of ITSM processes, and resulting opportunities for improvement • Identified deficiencies in the performance of services or supporting service components, and resulting opportunities for improvement
ACTIVITIES: ONGOING PROCESS EXECUTION
<ul style="list-style-type: none"> • Manage improvements <ul style="list-style-type: none"> ○ Identify and record an opportunity / suggestion for improvement ○ Prioritize an opportunity / suggestion for improvement ○ Evaluate and approve an opportunity / suggestion for improvement • Review the status and progress of improvements
PROCESS OUTPUTS
<ul style="list-style-type: none"> • Requests for changes raised to trigger the change management process, in order to implement improvements • Reports on the status and progress of improvements