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ITIL Foundations Final

- **Service Transition**: Plan and manage service changes
  - **Processes**
    - **Service asset and configuration management (SACM)**
      - **Configuration Item (CI)** - Any component or service that needs to be managed
        - **Interface** Escalation documents and interface agreements
        - **Organisation** Business strategy or policy
        - **Service Lifecycle** E.g. business case, SDP etc.
        - **Service** E.g. financial capital, infrastructure, applications etc.
        - **Internal** Individual project assets
        - **External** External customer requirements
      - **Configuration Management System (CMS)**: Supporting tools for managing configuration and service assets
      - **Definitive Media Library (DML)**: Locations of definitive and authorised CI's
    - **Transition planning and support**
    - **Knowledge management**: Ensure right information is available when required
      - **Scope**
        - **Service Knowledge Management System (SKMS)** Supporting tools to manage knowledge, information and data.
        - **Structured Data**
        - **Information**: Semi-structured data
        - **Knowledge**: Experiences and insights from people
        - **Wisdom**: Create value from knowledge
    - **Change Management**
      - **Change Models** Outlines action to occur for specific change E.g. responsibilities, back-out, escalation etc.
      - **Request for Change (RFC)**
      - **Change**: New change introduced or change to any existing service
      - **Change Record**: Documents details of change for auditing purposes
      - **Change Advisory Board (CAB)**
    - **Release and deployment management**
      - **Release and Deployment Planning**
      - **Release Build and Test**
      - **Release Package**: Deployment artifacts
      - **Deployment**
      - **Review and Close**

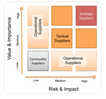
- **Service Management Technology**
  - **Modes of interaction**
    - **Technology-Free**: No technology
    - **Technology-Assisted:** Technology accessible to service provider
    - **Technology-Facilitated:** Accessed by both customer and service provider
    - **Technology-Mediated:** Customer and provider not in physical proximity
    - **Technology-Generated:** Customer self-service
  - **Automation**

- **Service Management**: Transform resources into services
  - **Service**: Deliver value to customer without ownership
    - **Visibility**
      - **Internal Customer Facing**: Internal business users E.g. Reporting
      - **Ext. Customer Facing** : External customer E.g. CRM
      - **Supporting** : Not visible E.g. backups
    - **Relation**
      - **Core**: Critical function. Will pay for E.g. Word processing
      - **Enabling**: Needed to deliver a Core Service. Not offered to customers E.g. software update service
      - **Enhancing**: Added to core service to encourage use E.g. graphs
    - **Value**
      - **Utility**: Functionality
      - **Warranty**: Assurance
  - **OLA**: Agreement between parties to achieve SLA E.g. server team provide server maintenance, DBA team to support DB's
  - **SLA**: Agreement of service E.g. HR System will be operational 24 hours per day
  - **Outcome**: Result of activity or process
  - **Capabilities**
    - **Organisation**
      - **Service Package**: Two or more bundled services
      - **Roles**
        - **Service Owner**: Accountable for service E.g. working with business, attending CAB etc.
        - **Process Owner**: Responsible for ensuring process fit for purpose E.g. design of process, defining standards and policies etc.
        - **Process Manager**: Accountable for operational management of process - sometimes same as process owner E.g. managing resources, monitoring and reporting performance
        - **Process Practitioner**: Responsible for carrying out process activities. Sometimes same as process manager. E.g. undertakes activities, works with stakeholders.
        - **Activities**
        - **Authorities**
    - **Service Asset**
      - **Resource**: Source or supply that can be leveraged. E.g. Exchange Server
      - **Capability**: Ability E.g. Comms
  - **RACI matrix**: Defines roles for service or process
    - **Responsible**: Responsible for getting job done
    - **Accountability**: Ownership over quality
    - **Consulted**: Opinions are sought from
    - **Informed**: Kept up to date

- **Service Operation**
  - **Processes**
    - **Incident Management**: Goal to restore service asap
      - **Basic Concepts**
        - **Priority** = Impact + Urgency
        - **Workaround** Interim solution to restore service
        - **Escalation Types**
          - **Hierarchical:** Avoid SLA breach
          - **Functional:** Assignment to more experienced / specialised team
        - **Incident** Unplanned interruption of service
    - **Event Management**
      - **Basic Concepts**
        - **Alert** E.g. Fire alarm tone
        - **Event** E.g. Fire
          - **Informational**
          - **Warning**
          - **Exception**
    - **Request Fulfilment**: Manage lifecycle of SR's
      - **Basic Concepts**
        - **Service Request**: Information or enhancement request
    - **Access Management** Control access to resources
    - **Problem Management**: Address root cause of incident
      - **Basic Concepts**
        - **Problem** Root cause of one or more incidents
        - **Known Error Database (KEDB)**
  - **Functions**
    - **Service Desk**
      - **Local**
      - **Centralised**
      - **Virtual**
      - **Follow-the-sun** i.e. 24 hour availability

- **Service Providers**: Provide Service(s)
  - **Types**
    - **Shared Services Provider**: Service multiple BU's
    - **Internal Service Provider**: Service 1 BU
    - **External Service Provider**: Services external customers/users

- **Service Design**
  - **Key Principles**
    - **Five aspects of design**
      - 1. Service Solution - SDP
      - 2. Service management systems and tools
      - 3. Technology and management architectures
      - 4. Service management processes
      - 5. Measurement methods and metrics
    - **Four P's**
      - **Products**: Services, technology, tools etc.
      - **People**: Culture, organisation, skills
      - **Processes**: How, where, when
      - **Partners**: Suppliers, manufacturers, vendors
  - **Service Design Package (SDP)**: Document detailing items necessary for testing, implementation and on-going use of service
  - **Objective**: Minimal improvement required later stages
  - **Processes**
    - **Supplier Management**: Ensures value for money from suppliers
    - **Design Co-ordination**: Single point of co-ordination and control during design
    - **Service Catalogue Management**: Providing & maintaining the service catalogue
    - **Service Level Management**: Negotiating and ensuring SLA's are met
      - **Service Improvement Plan** (SIP): Periodic review of SLA's, contracts & OLA's
      - **Service Level Requirement**: Customer requirement
      - **OLA**: Agreement between parties to achieve SLA E.g. DBA team to support DB's in support of applications
      - **Service Level Agreement**: Agreement between IT service provider and customer.
        - **Types**
          - **Service Based SLA**: Specific to particular service E.g. Email service
          - **Customer Based SLA**: Specific to individual customer E.g. HR or Finance
          - **Multi-Level SLA**: Combination of agreement E.g. corporate level & customer level
        - **Service Reports** SLA monitoring (SLAM)
      - **Underpinning Contract** (UC): Legally binding agreement between IT services provider and third party supplier
    - **Information Security Management** Responsible for ensuring confidentiality, integrity and availability of assets, information and data
    - **IT Service Continuity Management**: Risk management
      - **Business Impact Analysis (BIA)**
      - **Risk Assessment**
    - **Availability Management**: Ensure IT services meet current and future availability needs of the business
      - **Measurement**
        - **MTBF**: Mean Time Before Failure
        - **MTBSI**: Mean Time Before System Interruption
      - **Objectives**
        - Maintainability
        - Availability
        - Reliability
        - Servicability
        - **Vital Business Function (VBF)**: Higher importance = greater redudancy



  - **Capacity Management**: Ensures IT services meet the agreed capacity.
    - **Process Activities**
      - **Business Capacity**: Translates business needs into requirements
      - **Service Capacity Management**: Focuses on management of operational IT services
      - **Component Capacity Management**: Management of individual IT components

- **Service Strategy**: Meet business objectives
  - **Governance**: Brings IT and business together
  - **PBA** : Pattern of business activity E.g. holiday season sales trend
    - **Requirements**: Considerations such as performance, security, latency etc.
    - **Classification**: Type of PBA
    - **Attributes**: Frequency of pattern, volume, location etc.
    - **Service Asset Requirements** : Resource utilisation profile E.g. hotel requires x extra staff during xmas
  - **Service Portfolio**: Suite of services managed by a SP
    - **Scope**
      - **Service Pipeline**: Planned
      - **Service Catalog**: In use
      - **Retired Services**
  - **Risk Management**
    - **Risk Assessment**: Analyse threats to assets
    - **Risk Management**: Monitor and mitigate risks
  - **Service Catalogue**: Database of information about active services
    - Multiple views of catalogue e.g. internal / external customers
  - **Processes**
    - **Business Relationship Management** Maintain business relationship between business and service provider
    - **Financial Management**: Manages budgeting, accounting and charging
      - **Budgeting**: Predicting and controlling income/expenses
      - **Accounting**: Account for expenditure
      - **Charging**: Billing customers
    - **Service Portfolio Management**: Manage service portfolio

- **Continual Service Improvement**
  - **Types of Metrics**
    - **Technology Metric** Component and application based metrics E.g. performance, availability
    - **Process Metrics**: Measure aspect of a process Usually captured using CSF's and KPI's
    - **Service Metrics**: End to end service metrics E.g. cost, customer satisfaction
  - **Terms**
    - **Critical Success Factor**: Something that must happen to succeed Measured by KPI's E.g. higher customer satisfaction
    - **Key Performance Indicator (KPI)**: Measure E.g. positive customer satisfaction survey > 85%
    - **Vision** What an organisation wants to become E.g. #1 healthcare services provider
    - **Mission Statement** Provide more flexible and affordable healthcare services to Australian families
    - **Goal** Long term aim
    - **Objective** Specific target to achieve goal
  - **Deming Cycle**
    - **Plan**: Set goals for improvement
    - **Do** Develop & implement
    - **Check** Check if successful
    - **Act** Assess whether further work required
  - **7 Step Improvement Process**
    - **1. Identify opportunities**:
    - **2. Define measurement**:
    - **3. Gather data**:
    - **4. Process data**: Align data to CSF's & KPI's
    - **5. Analyse**: Identify gaps
    - **6. Present**: Share with stakeholders
    - **7. Implement Improvement**: Implement solutions