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THE
BREAKTHROUGH
SERIES

from
Thought Rock

About THE BREAKTHROUGH SERIES from Thought Rock

The Breakthrough Series is a thought-provoking series aimed at answering two commonly heard laments:

- "I've taken ITIL classes and read the books, but I still don't know how to do it"!
- "The consultants have left, and we don't know how to carry on"!

Graham Furnis
ITSM Consulting

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THE BREAKTHROUGH SERIES

from **Thought Rock**

Process Design: Incident Management

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So what's the Challenge?

"I see the ITIL generic process model, but how do I make this fit our organization?!"

"I've taken ITIL classes and read the books, but I still don't know how to build my own process"?!

"How do I continue to evolve my processes"?!

Agenda

- What are we Managing?

- What's the Incident Goal?

- What do we need to be successful?

- Process Documentation

- Our Approach

- Simple walk-through example

- Wrap up

Incident Management:
So What are we Managing?

- We are managing "Incidents"

  - Defined as unplanned events that are deviations from normal (as defined by the SLA)

    - Causes disruption to the agreed service for an IT service

    - Causes a reduction in the quality of agreed service for an IT service

    - Could lead to a disruption or a reduction in quality of agreed service for an IT service

Incident Management Goal

- The primary goal of Incident Management is to restore normal service operation as quickly as possible in order to minimize the adverse impact on business operations.

- *And ensure that Incidents are fully documented in database records (Tickets) in order to measure IT Services and IT*

How are we Managing Incidents?
Some Key Success Factors…

The Service Desk

– Level 1 Support; Single Point of Contact (SPOC)

A Good Service Management System (SMS)

– Used for "searching and matching" previous or similar incidents and accessing knowledge

Priority Tables of Impact and Urgency

– Priority = Impact x Urgency

Categorization Tables

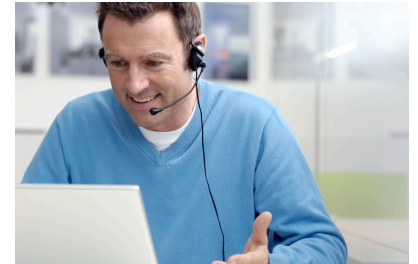– No more than 4 levels deep and 5 wide

More Key Success Factors…

<u>Service Level Agreements (SLA)</u>

– Delivery requirements that are customer-facing aspects of IT Services

<u>Operational Level Agreements (OLA)</u>

– IT commitments that are IT-facing arrangements for managing the underlying hardware and software that forms each IT Service

<u>IT Configuration (the CMDB)</u>

– Relationships of IT components and IT staff
– Unites Level 1 - Level 2 – Level 3 support

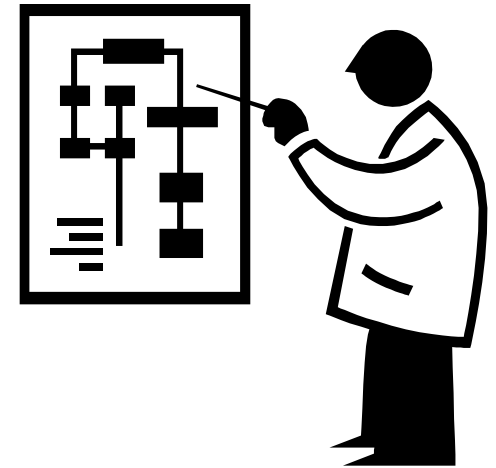# Process Documentation:
From What Perspective?

- This presentation and associated ThoughtRock Template focuses at the **_Activity Level_**

  – These are activities that "manage" the "Incidents"

  – This is done at a generic process model level

Process Documentation: Two Key Elements

The Activity Flowchart

- This is "the process at a glance"
  - A picture says 1,000 words
- It provides the big picture of how you are managing the main process elements
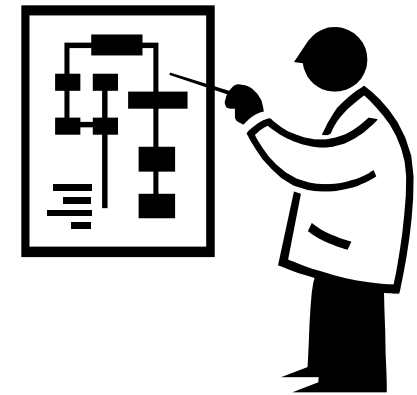
The RACI Chart

- This is "the matrix of who's doing what and who's making sure it gets done"
- Accountable, Responsible's, Consulted's, Informed's

Process Documentation:
The Business Rules

Business Rules

- Process documentation is a reference document for business rules governing activities that coordinate the people and activity steps that make up SLM

  – It is usually written at a high generic level and then customized for specific situations

Technology is Needed

- The **Service Management System (SMS)** is commonly known as the "ticketing system"

A Walk-Through Example:
Activity Flowchart - 1

Service Desk

Ownership,
Monitoring,
Tracking, and
Communication

15.0

1.0
Incident
Identification

2.0
Incident Logging

3.0
Incident
Categorization

Categorization
Model

4.0
Service
Request ?

Y → Request
Procedure

N

5.0
Incident
Prioritization

Prioritization
Model

6.0
Major
Incident?

Y → Major Incident
Procedure

N

A Walk-Through Example:
Activity Flowchart - 2
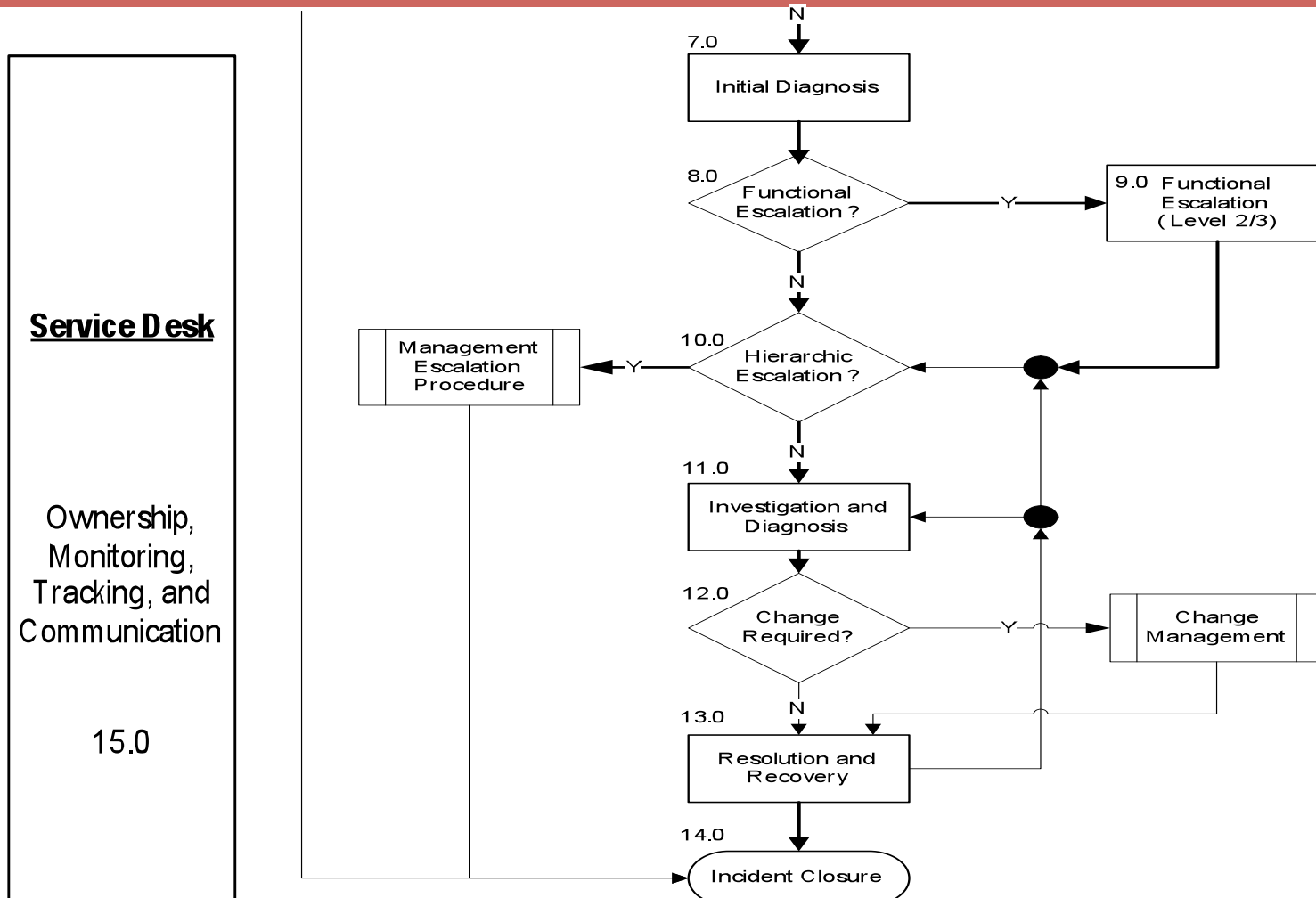
N

7.0

Initial Diagnosis

8.0 Functional Escalation ? —Y→ 9.0 Functional Escalation (Level 2/3)

N

Management Escalation Procedure ←Y— 10.0 Hierarchic Escalation ?

N

11.0 Investigation and Diagnosis

12.0 Change Required? —Y→ Change Management

N

13.0 Resolution and Recovery

14.0

Incident Closure

Service Desk

Ownership,
Monitoring,
Tracking, and
Communication

15.0

A Walk-Through Example:
Define your Activity Roles Catalog

- Incident Owner
- Incident Manager
- Customer
- End User
- IT Staff
- Service Desk Manager
- Service Desk Analyst
- Incident Analyst
- Support Level 2/3
- Incident Management Team
- Major Incident Team

- The Service Desk
- Incident Management
- Request Fulfilment
- Problem Management
- Change Management
- Release and Deployment Management

A Walk-Through Example:
Roles and Activities defined in the RACI Chart

	Activities (Roles)	End User / IT Staff	Service Desk Manager	Service Desk Analyst	Support Level 2/3	Incident Manager	Incident Analyst	Major Incident Procedure	Management Escalation Procedure	Service Desk	Incident Management	Request Fulfilment	Problem Management	Change Management	Service Level Management
1.0	Incident Identification	R	R	R,I	R	R	R			A,I	-				
2.0	Incident Logging	C,I	I	A,R						-	-				
3.0	Incident Categorization	I	C	A,R						-	-				
4.0	*Service Request?*	I	C	A,R						-	-	I			
5.0	Incident Prioritization	C,I	C,I	A,R			C			-	-				
6.0	*Major Incident?*	I	R,C,I	R,I		A,R,C,I	I			-	-				
7.0	Initial Diagnosis	C,I		A,R						-	-				
8.0	*Functional Escalation?*	I		A,R	C,I		C			-	-				

A Walk-Through Example:
Roles and Activities defined in the RACI Chart

	Activities / Roles	End User / IT Staff	Service Desk Manager	Service Desk Analyst	Support Level 2/3	Incident Manager	Incident Analyst	Major Incident Procedure	Management Escalation Procedure	Service Desk	Incident Management	Request Fulfilment	Problem Management	Change Management	Service Level Management
9.0	Functional Escalation (Level 2/3)	R,I		A,I	R,C,I		C			-	-				
10.0	*Hierarchical Escalation?*	I	A,R,I	R,I	R,I				I	-	-				
11.0	Investigation and Diagnosis	R,I		A,R,I	R,C,I					-	-				
12.0	*Change Required?*	I	I	A,R,I	R					-	-			I	
13.0	Resolution and Recovery	R,C,I		A,R,I	R,C,I					-	-				
14.0	Incident Closure	C,I		A,R,I	R,C,I					-	-				
15.0	Ownership, Monitoring, Tracking, and Communication	R,C,I	R,C,I	R,C,I	R,C,I	R,C,I	R,C,I	R,C,I	R,C,I	R,C,I	A,R,C,I	I	I	I	I

A Walk-Through Example:
Describe the Details for Each Activity

Process Steps Described

1.0 Incident Identification

Objective	To be available for all End Users of IT Services (and IT Staff) to report an Incident or to initiate a Request.
Policy	The Service Desk acts as a Single Point of Contact (SPOC) for all End Users of IT services and IT staff and is available as per agreement.
Input(s)	A phone call, email, or any other form of communication to the Service Desk related to an Incident or Request.
Output(s)	Contact and communication with the Service Desk.
Status	- none -
Description	The End User can be anyone in the organization who requests Incident resolution or Request fulfillment services from the IT organization. Or, the End User can be anyone in the organization who detects and reports an Incident (typically IT Staff).
	• (A,I) The Service Desk function is ***Accountable*** to have analysts available for contact to be ***Informed*** of an Incident or Request. • (R,I) The Service Desk Analyst is ***Informed*** and ***Responsible*** for notification of Incidents and Requests. • (R) All End Users are ***Responsible*** to follow the contact details and procedures outlined in the Service Catalog for all requests for IT Incident or Request services. • (R) It is the ***Responsibility*** of all End Users, Customers, IT Staff, and IT Management to report all Incidents to the Service Desk, including those IT staff responses to events that resolve an Incident before End Users are aware (***such Incidents are reported for documentation purposes only***).

Summary

- An efficient and effective Service Desk is a key driver for Incident Management success.
  - This requires good tools, good direction, and good understanding of the Infrastructure and Support teams.

- Document the process at the high level, including:
  - Activity Flow Diagram   - Activity Descriptions
  - Defined Activity Roles   - RACI chart

- Publish the process and walk through with stakeholders

- Implement the process using your common ticketing tool

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Thank You!

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