

Exclusive New Report



ITIL Design Guidelines

Part 1 - ITIL Service Strategy

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ITIL Design Guidelines

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Paper Overview

Purpose This paper briefly describes the concept of using guidelines when designing ITIL services. It then presents a starter set of design guidelines that can be used by IT Service Management Implementation teams.

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Understanding Design Guidelines

Overview

Introduction The following section provides some basic background on what Design Guidelines are and how to use them.

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Design Guidelines Defined

Introduction The following section defines Design Guidelines within an ITIL context and lists their key attributes.

Definition Design Guidelines:

- Are statements about how IT Services should operate.
- Support the IT Service Management Vision.
- Are critical statements of direction that will have major impact on how IT services should be designed and operated.
- Should be clearly understood and communicated both internally and externally to IT Services.

Derivation These Guidelines are derived from:

- Basic beliefs
- Experience
- Priorities
- Underlying culture within a business organization
- People involved with the delivery of IT Services.

Components of a Design Guideline

Introduction As an early activity in IT Service Management implementation, consider each guideline in isolation. The underlying rationale for advancing each guideline with its resulting implications and impacts should be agreed to and documented.

Describing Guidelines Each guideline has three parts, which are described below:

- Statement
- Rationale
- Implications

Statement This consists of a single sentence that states the guideline.

Example:

We will let our customers know the key services we offer them and who is accountable.

Rationale This lists reasons why the guideline should be accepted by the business.

Considerations include:

- Why should the organization do this?
- What business benefits does this guideline advance?
- What characteristics can be used to defend the guideline?

Examples:

- Will provide clear accountability for the service.
 - Will provide service clarity for the customer.
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Components of a Design Guideline, Continued

Implications This lists areas of impact to business and IT units as a result of operating with the guideline.

Considerations include:

- What needs to be done if the guideline is implemented?
- What impact will it have on business and IT units?
- What kind of behaviours, tools, data or processes need to be in place to support it?

Example:

- We will need to define each service that we offer in a Service Catalogue.
 - We will need to develop cross-organizational capabilities.
 - We will have to establish a formal communications program.
 - We will have to establish a single owner for each service.
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Examples of Design Guidelines

- Characteristics** Well designed guidelines have the following characteristics:
- States a fundamental belief of the enterprise in one or two clearly written sentences.
 - Relevant to the IT Service Management solutions.
 - Worded directly and simply in terms understandable by both business and IT managers.
 - Widely applicable.
 - Will not be outdated quickly by advancing technology.
 - Have objective reasons for advancing it over the considered alternatives.
 - Have impacts which need to be documented.
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- Examples** The following are examples of some well constructed design guidelines:
- External customer information will be kept strictly confidential within policies set by the organization and regulatory agencies.
 - Service Management solutions, whether purchased or developed internally, will be highly structured and modular.
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Examples of Poorly Constructed Design Guidelines

- Characteristics** The characteristics of a poorly designed guideline are:
- The statement is difficult to dispute.
 - Is a general business or financial statement.
 - Does not support business goals.
 - Is stated at too low a level or names a product/technology.
 - May be included with "because I say so".
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- Examples** Examples of some poorly designed guidelines are:
- The overall cost of computing must be reduced. (A business objective but not a guideline)
 - All servers will use the EISA Bus to achieve high performance. (Specifies an exact standard at a very low technical level)
 - Only Ethernet LANs will be implemented in our corporation. (Specifies a standard with a specific technology already selected)

Design Guideline Examples for ITIL Service Strategy

Overview

Introduction The purpose of these examples to give the reader a starting point for defining their own unique design guidelines, not to dictate or recommend them.

For purposes of clarity, the examples are grouped by key topics within the ITIL Version 3 Service Strategy book.

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Guideline Example 1 - Service Strategy

Guideline We will consider the benefit and impact on the customer of everything that we do.

Sample Application Housekeeping activities are agreed to and undertaken based on schedules that minimize the impact on customer activity.

Rationale

- Helps IT Services to understand customer needs.
- A customer-focused services organization ensures business aligned IT services.
- Enables a customer-focused culture.
- Increases customer satisfaction.

Implications

- IT Services understands the implications of actions they take on the customer and business.
- IT Services understands the business calendar.
- Understands legislation and other influencing standards.
- Activities are measured in terms that are relevant to the business.

Guideline Example 2 - Service Strategy

Guideline Insource or outsource decisions will be based on a clearly defined set of criteria.

Sample Application Vendor ABC is used to supply hardware maintenance services. This is not one of our core competencies and we can clearly demonstrate the advantages of outsourcing this service.

Rationale

- Ensures IT services personnel focus on activities with the greatest value to the business.
- Provides IT services personnel with a greater sense of responsibility for the business' success.
- Emphasizes value activities are in the business, not IT.
- Enables IT suppliers to deliver more cost effective solutions or add greater value in areas of their core competencies.

Implications

- Analysis is done to determine the business critical areas for IT services.
- Liaison with third parties is done to ensure non-critical services are delivered seamlessly.
- Determined critical and non-critical services.
- Established procurement process for services.
- Process is in place to manage Service Levels and ensure smooth fit with internal services.
- Improvement case guidelines for standard preparation of cost or service are in place.
- Decision-making criteria are defined and maintained.

Guideline Example 3 - Service Strategy

Guideline Every IT service offered to the business will be tied to a set of business outcomes or benefits.

Sample Application The Energy Trading IT Support service is tied to the following business outcomes:

- Extends the supply chain capabilities beyond our energy utility competitors
- Reduces need for expensive specialized energy trading skills
- Provides trading decisions much faster than our competitors
- Reduces risk of poorly executed trades

Rationale

- Ensures only IT services that deliver value are provided.
- Provides business justification for IT services.
- Increases awareness of business goals and objectives among IT staff.
- Provides valuable input to design of IT services
- Emphasizes value activities are in the business, not IT.

Implications

- Analysis is needed to determine the business value for IT services.
- An established and agreed set of business outcomes and benefits needs to be in place
- IT needs to fully understand what services it is delivering to the business
- IT needs to articulate services in business terms

Guideline Example 4 - Service Strategy

Guideline	All IT services activities will be considered in the context of the business strategy.
Sample Application	When choosing tools and constructing our IT development plans, we take into account the likely technical consequences of business initiatives; i.e. we equip ourselves to readily accept change.
Rationale	<ul style="list-style-type: none">• While we are focused on our customers' needs we need to reconcile these with the business imperatives.• We are a cost to the business; we shouldn't do anything that does not directly support the business.• We need to clearly demonstrate our value to the business.• We must position ourselves to add maximum value where business has a clear strategy with IT consequences, such as convergence on ERP.
Implications	<ul style="list-style-type: none">• Service requirements are anticipated in time to meet sudden business moves.• The business and IT strategy has been clearly communicated and understood by the IT services personnel.• The IT strategy is updated as required.• A process to ensure continued linkage of strategies is in place.• The need to arbitrate between conflicting customer and business demands has been considered.

Guideline Example 5 - Service Strategy

Guideline We will let our customers know the key services we offer them and who is accountable.

Sample Application For any service in our Service Catalogue, a customer can determine:

- How to access the service.
- The level of service offered.
- Agreed to quality indicators that are used to monitor service levels.
- Staff responsible for delivering service levels.

Rationale

- Clear accountability for customer service.
- Clarity for the customer.

Implications

- A service catalog that defines each service is in place.
- Cross-organizational capabilities are in place.
- Approaches and responsibilities are publicized.
- Each service has a single owner.
- Roles and responsibilities are strongly communicated.
- A process is in place to maintain information on the accountability structure and ensure this information is current for customers.
- An account management role has been established and clearly communicated.
- Conflicts between owners and account managers are managed.

Guideline Example 6 - Service Strategy

Guideline All services in the IT Service Portfolio and Service Catalogue will be described in a consistent standard manner.

Sample Application Each IT service in the IT Service Catalogue is described using the exact same template.

Rationale

- Services can be easily understood and read.
- Ensures all needed description aspects of services are described for each service listed.
- Forces organization to adapt to a consistent service definition approach.

Implications

- A standard set of metadata needs to be developed for IT services.
- A consistent documentation method needs to be in place for describing services.
- Definitions and terms need to be well communicated for each description item that will be part of the description template.

Guideline Example 7 - Service Economics

Guideline We will manage and maintain an ongoing portfolio of all IT services that are provided to the business.

Sample Application For any service in our portfolio we can determine:

- The value and contribution of that service to the business bottom line.
- The scope and level of service offered.
- Agreed to critical success factors for the service.
- The business priority and level of investment in that service.
- The return on investment for that service.
- Units of work in business terms that drive the usage of that service.
- Predicted future demand for that service.

Rationale

- Aligns our IT services and priorities with business goals and objectives.
- Provides clarity and proper discussion of IT investment and activities in business terms with executive management.

Implications

- A service portfolio that describes each IT service is in place.
- Service priorities and investments are well publicized.
- Each service has a single owner.
- A process is in place to maintain the portfolio and ensure services listed are current with business goals and objectives.
- Conflicts between competing business goals are well managed and addressed on a timely basis.

Guideline Example 8 - Service Economics

Guideline The demand factors that drive consumption of each IT service offered to the business should be known and documented.

Sample Application It is known, agreed and understood that consumption of the Email Service is driven by the following demand factors:

- Number of company employees
- Number of transmitted messages
- Gross average size of each message transmitted

Investment decisions in the Email Service are made based on predicted changes in volumes to those demand factors.

Rationale

- Provides support for costing and charging for units of output for each service in terms that the business understands
- Provides support for making future investments in IT services that are predicted to undergo changes in volume to their demand factors

Implications

- Demand factors need to be understood and agreed to.
- Capabilities to measure volumes of demand factors need to be in place.
- Strong Business Capacity Management practices need to be in place.

Guideline Example 9 - Service Economics

Guideline All services in the IT Service Portfolio and Service Catalogue will be reviewed in terms of their priority and investment on a periodic scheduled basis.

Sample Application At the end of each business quarter, the IT Service Steering Committee reviews all IT services in the portfolio and determines that investments in services A and C should be increased while Service B should be marked for removal.

Rationale

- Keeps IT service investments aligned with business priorities and goals.
- Ensures IT service investments are targeted to those services deemed as providing the most strategic value.

Implications

- Service costs and rate of return must be well understood and documented.
- A scoring method will be needed to prioritize each IT service being delivered in terms of its value and risk.
- Predicted future demands for services and their consumption must be known.

Guideline Example 10 – Service Economics

Guideline A financial operating statement should be developed for each IT Service offering.

Sample Application The costs and revenues for the Online Banking Support Service are well understood and documented. The bank is also aware that they are spending \$15.40 per account holder per year to provide this service.

Rationale

- Communicates IT costs and value in terms that the business understands.
- Inefficient IT delivery and problem areas will be exposed in terms of their true costs to the business.
- Almost no business decisions are made without an understanding of the costs involved.
- Without this, the business may make budgetary decisions for IT with little regard to what is truly needed.

Implications

- IT services need to be well defined and understood.
- Configurations of service assets and their relationships that underpin each service delivered needs to be documented and understood.
- Financial costs for service assets needs to be understood.
- Financial assumptions used to determine cost allocations needs to be agreed and published.
- Business demand factors that drive each service need to be understood.

Guideline Example 11 – Service Economics

Guideline Users will be charged for IT services in a manner that reflects the true costs and demands of using them.

Sample Application IT charges for Order Entry department users of IT will be based on the number of customers served and orders taken.

Rationale

- Focuses on the true cost of IT services.
- Controls user demands.
- Promotes justification mentality.
- Provides a logical means for communicating IT costs to business executives in terms that they understand.

Implications

- We understand that definition of charging mechanisms needs to be agreed and well documented.
- We have support of the enterprise.
- We have clear charging policies (i.e. profit center, cost recovery only, etc.).

Guideline Example 12 – Service Economics

Guideline All service offerings will be reviewed at regular intervals to determine whether they are economically justified from both the provider’s and customer’s points of view.

Sample Application All services will be reviewed quarterly to determine their contribution, strategic importance and return on investment. Those with a negative return will be reviewed for possible removal or replacement.

Rationale

- Assures the affordability of services offered/received.
- Identifies services with low value and high support costs.

Implications

- We have tools and capabilities to allocate costs appropriately.
- Services are funded based on their value and contribution to the business.
- We understand what services IT is offering.
- We understand IT delivery costs and the service delivery chain.
- We have a view of all service assets that underpin any service and their associated costs.

Guideline Example 13 – Service Economics

Guideline We will manage and maintain an ongoing portfolio of all IT services that are provided to the business.

Sample Application For any service in our portfolio we can determine:

- The value and contribution of that service to the business bottom line.
- The scope and level of service offered.
- Agreed to critical success factors for the service.
- The business priority and level of investment in that service.
- The return on investment for that service.
- Units of work in business terms that drive the usage of that service.
- Predicted future demand for that service.

Rationale

- Aligns our IT services and priorities with business goals and objectives.
- Provides clarity and proper discussion of IT investment and activities in business terms with executive management.

Implications

- A service portfolio that describes each IT service is in place.
- Service priorities and investments are well publicized.
- Each service has a single owner.
- A process is in place to maintain the portfolio and ensure services listed are current with business goals and objectives.
- Conflicts between competing business goals are well managed and addressed on a timely basis.

Guideline Example 14 – Strategy and Organization

Guideline An IT Service Steering Organization should be provided at the highest levels to govern the IT services being delivered to the business.

Sample Application The IT Service Steering Committee meets once every business quarter to analyze the current IT Services Portfolio, assess its value against currently predicted business demands and make changes to that portfolio based on investment and priority decisions.

Rationale

- Provides accountability for service investments and priorities at the executive level.
- Ensures responsibility for alignment of services between IT and business goals and priorities is in place.
- Provides escalation point for service disputes and issues that cannot be resolved at lower management levels in the organization.

Implications

- Roles and responsibilities are well defined for the governing organization.
- A Service Governance process is defined.
- The organization is staffed with executives at appropriate levels in the company to make investment decisions.

Guideline Example 15 – Strategy and Organization

Guideline An organization solution needs to be in place to manage IT services being delivered to the business that manages by those services instead of the technologies that underpin them.

Sample Application The Service Management department is accountable for end-to-end management of IT services delivered to the business and coordinates service activities across all other IT departments. Some personnel in other IT departments have dotted line reporting responsibilities to managers in the Service Management department.

Rationale

- Services cannot be adequately managed if the company is not organized to manage them.
- Without this, CIOs and other senior executives will be left to personally perform integration across IT departments to address service deficiencies.
- Promotes proactive management of needed services versus reacting to business events and service deficiencies.

Implications

- Roles and responsibilities need to be agreed and defined for the service management organization.
- An investment will be needed in staffing and building the service management organization.
- Reward structures may need to change from rewarding pure technical expertise to rewarding prevention of service disruptions.
- IT services delivered to the business need to be understood.

Guideline Example 16 – Strategy and Organization

Guideline Our people are our primary asset - we will motivate, develop and retain them.

Sample Application We will ensure that our people have up-to-date objectives and regular performance reviews. There will be opportunities for everyone to develop toward their personal and career aspirations.

Rationale

- Staff retention is much more cost-effective than staff recruitment.
- Business awareness is grown, not taught.
- No amount of documentation can replace experience.
- Motivated staff tends to be loyal staff.
- Personal development is key to motivation.

Implications

- Objective HR measures are in place.
- We understand what motivates our people.
- Staff development costs are understood.
- We increase performance management; we do not accept mediocrity.

Guideline Example 17 – Strategy and Organization

Guideline Each service will have a single owner, accountable for the entire end-to-end delivery, operation and quality control for that service.

Sample Application Jane Doe will be the Service Owner for the Email service.

- Rationale**
- Provides a single point of contact for services delivered to the business.
 - Avoids responsibility conflict or uncertainty.
 - Promotes responsibility and continuous improvement.
 - Ensures all aspects of the IT infrastructure that underpin a service are coordinated and working together.
-

- Implications**
- We need to ensure the Service Owner is appropriately authorized and at the right level in the organization.
 - We need to provide the availability and investment in dedicated owners.
 - We have appropriate sponsorship within IT and the business.
 - Some Service Owners may come from outside IT.
-

Guideline Example 18 – Strategy and Organization

Guideline Each service management process will have a single process owner, responsible for process quality and integrity.

Sample Application John Doe will be the process owner for the Incident Management Process.

Rationale

- Keeps the process discrete and bounded
- Avoids responsibility conflict or uncertainty.
- Promotes responsibility and continuous improvement.

Implications

- We ensure the process owner is at the right level in the organization.
- We determine availability of and invest in dedicated owners.
- The process owner helps define the process ownership role.
- We have appropriate sponsorship within IT or the business.
- Some process owners may come from operational support groups.

Guideline Example 19 - Strategy, Tactics and Operations

Guideline Services will be centrally managed, to add value and reduce risk through local support.

Sample Application All IT Service Management activities will report up through a centralized IT Service Management organization with headquarters at the corporate site.

Rationale

- Creates economies of scale through automation, wider resource coverage per person, etc.
- Provides end-to-end support.
- Complexities of services, platforms, and components mean central control is the most efficient and effective mode of operation.

Implications

- We understand organizational consequences of central.
- We identify requirements and make appropriate tool investments.
- We are aware of service management activities taking place outside the centralized management organization.
- We maintain an ability to manage and respond in accordance with business requirements.

Guideline Example 20 – Strategy, Tactics and Operations

Guideline The IT services to be provided will be defined in the form of specific service package offerings.

Sample Application There will be two types of service packages (basic services and special services).

Rationale

- Assures affordability of services offered/received.
- Limits the number of special services by ensuring the broad application of basic services.
- Reduces the number of SLA contracts that need to be managed.
- Ensures services are provided consistently with minimal variation.

Implications

- We need to agree service scope, functions and features across a diverse business organization.
- We need a process to manage, review and approve exceptions and special requests for non-standard services

Guideline Example 21 – Strategy, Tactics and Operation

Guideline We will discover and incorporate industry best practice and tools wherever possible.

Sample Application When choosing practices and tools to support service solutions, we will look beyond the direct experience of personnel by employing research and taking advantage of reference visits before reaching decisions.

Rationale

- Development of IT tools and practice methods is not a core competency within our business.
- Technical capability of products is developing very quickly.
- Why re-invent the wheel?
- It is easier and more efficient to borrow and adapt best practice to meet our needs.
- When we work smartly, the business benefits.

Implications

- Our culture is ready to embrace change.
- Sound external advice is seen as an investment.
- We recognize that research and innovation are part of our job.

Guideline Example 22 – Strategy, Tactics and Operations

Guideline	A Service Governance process needs to be in place for approving, managing and maintaining the IT Service Portfolio and IT Service Catalogue.
Sample Application	Requests for new services are reviewed by selected service owners who forward their recommendations to the IT Service Steering Committee for final consideration.
Rationale	<ul style="list-style-type: none">• Services offered by IT today will most likely need to change in the future based on new business demands.• Without a governance process, people will start to work around established service delivery strategies with little communication about what they are doing.• Delivery of IT services in a consistent manner with minimal variation may be put at risk.• Infighting may occur between business users and IT staff over what needs to be provided and delivered.
Implications	<ul style="list-style-type: none">• A standard and agreed process for receiving, escalating, approving and governing services needs to be defined.• Roles and responsibilities for governing services will need to be defined.

Guideline Example 23 – Strategy, Tactics and Operations

Guideline No service in the IT Service Catalogue should be listed if it is not in the IT Service Portfolio.

Sample Application The IP Telephony service is listed in both the IT Service Catalogue as well as the IT Service Portfolio.

Rationale

- Without this, there is a serious risk that IT services may be offered to the business that IT doesn't really support or manage.
- Simplifies building of the IT Service Catalogue as it is essentially a subset of the descriptions in the IT Service Portfolio.

Implications

- IT services need to be well described and documented in an IT Service Portfolio.
- A Service Governance process is in place to provide official approval of what services may be included in the IT Service Catalogue.

Guideline Example 24 – Strategy, Tactics and Operations

Guideline All services in the IT Service Portfolio should be defined, built, operated and improved using a consistent service lifecycle approach and strategy.

Sample Application The new Customer Relationship Management Support Service will be constructed using the company's standard service life cycle methodology. The methodology has been based around the ITIL Service Lifecycle. Once in production, this methodology calls for a periodic continuous review of its quality and identification of improvement actions.

Rationale

- Services will be built and managed in a consistent manner using industry best practices.
- Services will be built and operated with consistent terminology and practices even though the organization may exist in many global locations.
- Quality will be built into services as they are constructed versus addressing it in reaction to service deficiencies that appear after the service is in use.

Implications

- A standard service lifecycle approach must be agreed and adopted by the organization.
- Considerations for using the lifecycle must take into account need to meet business deadlines and regulatory constraints.
- A program of communications and training will be needed to adopt the agreed service lifecycle.

Guideline Example 25 – Technology and Strategy

Guideline All service technology assets will be standardized as much as possible.

Sample Application All end-user workstations will be one of 3 models from vendor ABC running OS Version XYZ.

Rationale

- Simplifies management and promotes high service levels.
- Reduces overall support costs.
- Promotes effective change management.

Implications

- We are able to migrate standards to the desired installed environment.
- We are able to control user changes to the environment.
- Effective asset and configuration management is in place.

Guideline Example 26 – Technology and Strategy

Guideline Standard service technology assets will be used wherever possible, with minimal modifications and in-house code.

Sample Application All proposed custom code solutions for IT Service Management must present a formal business case. This will be reviewed by a special CAB committee to determine whether the solution is warranted.

Rationale

- Reduces ongoing maintenance costs.
- Allows staff to concentrate on implementing new functions.
- Allows easier migration to updated tools.
- Coping with new technology impacts will not be responsibility of IT.
- Custom solutions usually involve higher costs in the long term.

Implications

- We concentrate effort to analyze any demands for modifications to ensure they are required.
- We sometimes sacrifice specific tailored function for long-term gain.
- We look to use standard products when available.

Guideline Example 27 – Technology and Strategy

Guideline Service asset product selection will be based upon the enterprise tool strategy, standards and the technical architecture.

Sample Application Monitoring tools used to monitor service ABC events must be able to pass event information easily to corporate Incident Management databases and automatically generate e-mail notifications on the corporate e-Mail systems.

Rationale

- Provides a coherent and consistent Service Management product set
- Simplifies product selection
- Avoids being tied into a single product set or supplier
- Makes sure products work together
- Reduces product redundancy

Implications

- We understand how the environment will operate at various stages of the implementation of the systems management strategy.
- We sometime adopt tactical or counter-strategic product solutions.
- A process needs to be in place for assessing and approving exceptions to the standard
- An architectural governance process and oversight committee needs to be in place

Guideline Example 28 – Technology and Strategy

Guideline IT services will be managed and supported with proactive, end-to-end, automated management through an integrated Enterprise System Management Framework.

Sample Application The acquisition of tool suites as the foundation of the Enterprise System Management Framework moves us quickly toward this target.

Rationale

- Accepted research and industry experience shows that the deployment of an enterprise management framework delivers maximum gains as a scalable service environment emerges.
- A consistent approach and interface for all aspects of services delivery allows greater flexibility in deploying support personnel and accommodating new areas of service.
- Ensures that tool expenditures are focused within an overall management solution that avoids redundant tool functionality.
- Reduces costs for management and maintenance.

Implications

- Management of internal OLAs and external SLAs is in place to provide end-to-end service management.
- Audit of current tool-set is done to ensure that deployment of the framework is conflict free.
- Transformation plans are in place to ensure smooth migration to the framework.
- Review of current solutions and environments is done.
- There are “willing to live with” solutions that may not be best of breed individually, but provide greater overall value through integration.
