ITIL
SERVICE TRANSITION

Based on ITIL 2011 Service Transition publication

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Topics

Service Transition	
	Managing people through service transitions

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INTRODUCTION

- Overview
- Context
- ITIL in relation to other publications in the Best Management Practice portfolio
- Why is ITIL so successful
- Chapter summary

Overview

- Purpose
  - to ensure that new, modified or retired services meet the expectations of the business as documented in the service strategy and service design stages of the lifecycle

- Objective
  - Plan and manage service changes efficiently and effectively
  - Manage risks relating to new, changed or retired services
  - Successfully deploy service releases into supported environments
  - Set correct expectations on the performance and use of new or changed services
  - Ensure that service changes create the expected business value
  - Provide good-quality knowledge and information about services and service assets.

Overview

- Value to business
  - Enable projects to estimate the cost, timing, resource requirement and risks associated with the service transition stage more accurately
  - Result in higher volumes of successful change
  - Be easier for people to adopt and follow
  - Enable service transition assets to be shared and re-used across projects and services
  - Reduce delays from unexpected clashes and dependencies – for example, if multiple projects need to use the same test environment at the same time
  - Reduce the effort spent on managing the service transition test and pilot environments
  - Improve expectation setting for all stakeholders involved in service transition including customers, users, suppliers, partners and projects
  - Increase confidence that the new or changed service can be delivered to specification without unexpectedly affecting other services or stakeholders
  - Ensure that new or changed services will be maintainable and cost-effective
  - Improve control of service assets and configurations.

Context

- ITIL Service Strategy
  - provides guidance on how to view service management not only as an organizational capability but as a strategic asset

- ITIL Service Design
  - provides guidance for the design and development of services and service management practices

- ITIL Service Transition
  - provides guidance for the development and improvement of capabilities for introducing new and changed services into supported environments

- ITIL Service Operation
  - provides guidance on achieving effectiveness and efficiency in the delivery and support of services to ensure value for the customer, the users and the service provider

- ITIL Continual Service Improvement
  - provides guidance on creating and maintaining value for customers through better strategy, design, transition and operation of services

ITIL in relation to other publications in the Best Management Practice portfolio

- ITIL is part of a portfolio of best-practice publications (known collectively as Best Management Practice or BMP) aimed at helping organizations and individuals manage projects, programs and services consistently and effectively

- BMP publications include:
  - Management of Portfolios
  - Management of Risk
  - Management of Value
  - Managing Successful Programmes
  - Managing Successful Projects
  - Portfolio, Programme and Project Offices

Why is ITILso successful

- Vendor-neutral
  - ITIL service management practices are applicable in any IT organization because they are not based on any particular technology platform or industry type.

- Non-prescriptive
  - ITIL offers robust, mature and time-tested practices that have applicability to all types of service organization.
  - It continues to be useful and relevant in public and private small, medium and large enterprises, and within any technical environment.

- Best practice
  - ITIL represents the learning experiences and thought leadership of the world's best-in-class service providers.

Why is ITIL so successful

- ITIL is adopted by organizations to enable them to:
  - Deliver value for customers through services
  - Integrate the strategy for services with the business strategy and customer needs
  - Measure, monitor and optimize IT services and service provider performance
  - Manage the IT investment and budget
  - Manage risk
  - Manage knowledge
  - Manage capabilities and resources to deliver services effectively and efficiently
  - Enable adoption of a standard approach to service management across the enterprise
  - Change the organizational culture to support the achievement of sustained success
  - Improve the interaction and relationship with customers
  - Coordinate the delivery of goods and services across the value network
  - Optimize and reduce costs.

Chapter summary

- Service management as a practice
  - explains the concepts of service management and services, and describes how these can be used to create value

- Service transition principles
  - describes some of the key principles of service transition that will enable service providers to plan and implement best practice in service transition

- Service transition processes
  - sets out the processes and activities on which effective service transition depends and how they integrate with the other stages of the lifecycle

- Managing people through service transitions
  - deals with the management of organizational and stakeholder change, and communications

Chapter summary

- Organizing for service transition
  - identifies the organizational roles and responsibilities that should be considered to manage the service transition lifecycle stage and processes

- Technology considerations
  - provides recommendations for the use of technology in service transition and the basic requirements a service provider will need to consider when choosing service management tools

- Implementing service transition
  - outlines effective ways to implement the service transition lifecycle stage

- Challenges, risks and critical success factors
  - discusses typical examples of challenges, risks and critical success factors for the service transition lifecycle stage

SERVICE MANAGEMENT AS A PRACTICE

- Services and service management

- Basic concepts

- Governance and management systems

- The service lifecycle

Services and service management

- Services
  - means of delivering value to customers by facilitating the outcomes customers want to achieve without the ownership of specific costs and risks
- Outcome
  - The result of carrying out an activity, following a process, or delivering an IT service etc. The term is used to refer to intended results, as well as to actual results.
- Core services
  - deliver the basic outcomes desired by one or more customers.
- Enabling services
  - needed in order for a core service to be delivered.
- Enhancing services
  - added to a core service to make it more exciting or enticing to the customer.

Services and service management

- Service management
  - a set of specialized organizational capabilities for providing value to customers in the form of services.
- Service provider
  - An organization supplying services to one or more internal or external customers.
- IT service management (ITSM)
  - The implementation and management of quality IT services that meet the needs of the business. IT service management is performed by IT service providers through an appropriate mix of people, process and information technology.
- IT service provider
  - A service provider that provides IT services to internal or external customers.

Services and service management

- A service level agreement (SLA) is used to document agreements between an IT service provider and a customer. An SLA describes the IT service, documents service level targets, and specifies the responsibilities of the IT service provider and the customer.
- Main types of service provider
  - Type I – internal service provider
    - An internal service provider that is embedded within a business unit. There may be several Type I service providers within an organization.
  - Type II – shared services unit
    - An internal service provider that provides shared IT services to more than one business unit.
  - Type III – external service provider
    - A service provider that provides IT services to external customers

Services and service management

- Within the service provider organization there are many different stakeholders including the functions, groups and teams that deliver the services.
- There are also many stakeholders external to the service provider organization, for example:
  - Customers
    - Those who buy goods or services. The customer of an IT service provider is the person or group who defines and agrees the service level targets.
  - Users
    - Those who use the service on a day-today basis. Users are distinct from customers, as some customers do not use the IT service directly.
  - Suppliers
    - Third parties responsible for supplying goods or services that are required to deliver IT services. Examples of suppliers include commodity hardware and software vendors, network and telecom providers, and outsourcing organizations.

Services and service management

- The value of a service is created by combining two primary elements: utility (fitness for purpose) and warranty (fitness for use).
- Utility
  - functionality offered by a product or service to meet a particular need
- Warranty
  - assurance that a product or service will meet its agreed requirements
- Utility is *what* the service does, and warranty is *how* it is delivered.

Services and service management

- Public frameworks and standards are attractive when compared with proprietary knowledge for the following reasons:

  - Proprietary knowledge is deeply embedded in organizations and therefore difficult to adopt, replicate or even transfer with the cooperation of the owners.
  - Proprietary knowledge is customized for the local context and the specific needs of the business to the point of being idiosyncratic.
  - Owners of proprietary knowledge expect to be rewarded for their investments.
  - Publicly available frameworks and standards such as ITIL, LEAN, Six Sigma, COBIT, CMMI, PRINCE2, PMBOK®, ISO 9000, ISO/IEC 20000 and ISO/IEC 27001 are validated across a diverse set of environments and situations rather than the limited experience of a single organization.
  - The knowledge of public frameworks is more likely to be widely distributed among a large community of professionals through publicly available training and certification.

Basic concepts

- Asset
  - Any resource or capability.
- Customer asset
  - Any resource or capability used by a customer to achieve a business outcome.
- Service asset
  - Any resource or capability used by a service provider to deliver services to a customer.

- There are two types of asset used by both service providers and customers – resources and capabilities. Organizations use them to create value in the form of goods and services.
- Resources
  - direct inputs for production.
- Capabilities
  - organization's ability to coordinate, control and deploy resources to produce value.

Basic concepts

- Process
  - structured set of activities designed to accomplish a specific objective. A process takes one or more defined inputs and turns them into defined outputs.

- Process characteristics include:
  - Measurability
    - We are able to measure the process in a relevant manner.
  - Specific results
    - The reason a process exists is to deliver a specific result. This result must be individually identifiable and countable.
  - Customers
    - Every process delivers its primary results to a customer or stakeholder.
  - Responsiveness to specific triggers
    - While a process may be ongoing or iterative, it should be traceable to a specific trigger.

Basic concepts

- Function
  - team or group of people and the tools or other resources they use to carry out one or more processes or activities
- Role
  - a set of responsibilities, activities and authorities granted to a person or team
- Organizational culture
  - set of shared values and norms that control the service provider's interactions with all stakeholders.

Basic concepts

- Service portfolio
  - complete set of services that is managed by a service provider and represents the service provider's commitments and investments across all customers and market spaces
  - represents all the resources presently engaged or being released in various stages of the service lifecycle:
    - Service pipeline
      - All services that are under consideration or development, but are not yet available to customers.
    - Service catalogue
      - All live IT services, including those available for deployment.
    - Retired services
      - All services that have been phased out or retired.

Basic concepts

- Service providers often find it useful to distinguish customer-facing services from supporting services:
  - Customer-facing services
    - IT services that are visible to the customer. These are normally services that support the customer's business processes and facilitate one or more outcomes desired by the customer.
  - Supporting services
    - IT services that support or 'underpin' the customer-facing services. These are typically invisible to the customer, but are essential to the delivery of customer-facing IT services.

Basic concepts

- Implementing an SKMS enables effective decision support and reduces the risks that arise from a lack of proper mechanisms.
- Layers:
  - Presentation layer
    - enables searching, browsing, retrieving, updating, subscribing and collaboration. The different views onto the other layers are suitable for different audiences.
  - Knowledge processing layer
    - where the information is converted into useful knowledge which enables decision-making.
  - Information integration layer
    - provides integrated information that may be gathered from data in multiple sources in the data layer.
  - Data layer
    - includes tools for data discovery and data collection, and data items in unstructured and structured forms.

Governance and management systems

- Governance is the single overarching area that ties IT and the business together, and services are one way of ensuring that the organization is able to execute that governance.

- Governance is what defines the common directions, policies and rules that both the business and IT use to conduct business.

- Governance insures that policies and strategy are actually implemented, and that required processes are correctly followed.

- Governance includes defining roles and responsibilities, measuring and reporting, and taking actions to resolve any issues identified.

Governance and management systems

- Governance
  - ensures that policies and strategy are actually implemented, and that required processes are correctly followed.
  - includes defining roles and responsibilities, measuring and reporting, and taking actions to resolve any issues identified.
- Management systems (ISO 9001):
  - The framework of policy, processes, functions, standards, guidelines and tools that ensures an organization or part of an organization can achieve its objectives.
- ISO management system standards use the Plan-Do-Check-Act (PDCA) cycle.
- ISO/IEC 20000 is an internationally recognized standard that allows organizations to demonstrate excellence and prove best practice in ITSM.

The service lifecycle

- Specialization and coordination across the lifecycle
  - Specialization allows for expert focus on components of the service but components of the service also need to work together for value
  - Coordination across the lifecycle creates an environment focused on business and customer outcomes instead of just IT objectives and projects
  - Specialization combined with coordination helps to manage expertise, improve focus and reduce overlaps and gaps in processes
- Processes through the service lifecycle
  - Service management is more effective if people have a clear understanding of how processes interact throughout the service lifecycle, within the organization and with other parties (users, customers, suppliers).

SERVICE TRANSITION PRINCIPLES

- Policies for service transition
- Optimizing service transition performance
- Service transition inputs and outputs

Policies for service transition

- Define and implement a formal policy for service transition
- Implement all changes to services through service transition
- Adopt a common framework and standards
- Maximize re-use of established processes and systems
- Align service transition plans with the business needs
- Establish and maintain relationships with stakeholders
- Establish effective controls and disciplines
- Provide systems for knowledge transfer and decision support
- Plan release packages
- Anticipate and manage course corrections
- Proactively manage resources across service transitions
- Ensure early involvement in the service lifecycle
- Provide assurance of the quality of the new or changed service
- Proactively improve quality during service transition

Optimizing service transition performance

- In order to be effective and efficient, service transition must focus on delivering what the business requires as a priority and doing so within financial and other resource constraints.
- Metrics for alignment with the business and IT plans
- Metrics for service transition

Service transition inputs and outputs

- The main input to service transition is a service design package, which includes all of the information needed to manage the entire lifecycle of a new or changed service

- The main output is the deployment into live use of a new or changed service, with all the supporting knowledge and information, tools and processes required to support the service

SERVICE TRANSITION PROCESSES

- Transition planning and support
- Change management
- Service asset and configuration management
- Release and deployment management
- Service validation and testing
- Change evaluation
- Knowledge management

Transition planning and support

- Purpose
  - to provide overall planning for service transitions and to coordinate the resources that they require.

Transition planning and support

- Objectives
  - Plan and coordinate the resources to ensure that the requirements of service strategy encoded in service design are effectively realized in service operation.
  - Coordinate activities across projects, suppliers and service teams where required.
  - Establish new or changed services into supported environments within the predicted cost, quality and time estimates.
  - Establish new or modified management information systems and tools, technology and management architectures, service management processes, and measurement methods and metrics to meet requirements established during the service design stage of the lifecycle.
  - Ensure that all parties adopt the common framework of standard re-usable processes and supporting systems in order to improve the effectiveness and efficiency of the integrated planning and coordination activities.
  - Provide clear and comprehensive plans that enable customer and business change projects to align their activities with the service transition plans.
  - Identify, manage and control risks, to minimize the chance of failure and disruption across transition activities; and ensure that service transition issues, risks and deviations are reported to the appropriate stakeholders and decision makers.
  - Monitor and improve the performance of the service transition lifecycle stage.

Transition planning and support

- Scope
  - Maintaining policies, standards and models for service transition activities and processes
  - Guiding each major change or new service through all the service transition processes
  - Coordinating the efforts needed to enable multiple transitions to be managed at the same time
  - Prioritizing conflicting requirements for service transition resources
  - Planning the budget and resources needed to fulfill future requirements for service transition
  - Reviewing and improving the performance of transition planning and support activities
  - Ensuring that service transition is coordinated with program and project management, service design and service development activities.

Transition planning and support

- Value to business
  - significantly improve a service provider's ability to handle high volumes of change and releases across its customer base

Transition planning and support

- Release policy
  - Major releases
    - contain large areas of new functionality, some of which may eliminate temporary fixes to problems
  - Minor releases
    - contain small enhancements and fixes
  - Emergency releases
    - contain corrections to a small number of known errors, or sometimes an enhancement to meet a high priority business requirement.

Transition planning and support

- The Service Transition strategy defines the overall approach to organizing Service Transition and allocating resources. The aspects to consider are:
  - Purpose and objectives
  - Context
  - Scope
  - Applicable standards, agreements, legal, regulatory and contractual requirements
  - Organizations and stakeholders involved
  - Framework
  - Criteria
  - Identification of requirements and content of the new or changed service
  - People
  - Approach
  - Deliverables from transition activities including mandatory and optional documentation for each stage

Transition planning and support

- Lifecycle stages
  - Acquire and test new configuration items (CIs) and components
  - Build and test
  - Service release test
  - Service operational readiness test
  - Deployment
  - Early life support
  - Review and close service transition.

Transition planning and support

- The Service Transition preparation activities include:
  - Review and acceptance of inputs from the other service lifecycle stages
  - Review and check the input deliverables, e.g. SDP, Service Acceptance Criteria and evaluation report
  - Identifying, raising and scheduling RFCs
  - Checking that the configuration baselines are recorded in Configuration Management before the start of Service Transition
  - Checking transition readiness.

Transition planning and support

- Inputs
  - Change proposal
  - Authorized change
  - Service design package, which includes:
    - Release package definition and design specification
    - Test plans
    - Deployment plans
    - Service acceptance criteria (SAC).

- Outputs
  - Transition strategy and budget
  - Integrated set of service transition plans.

Change management

- Purpose
  - to control the lifecycle of all changes, enabling beneficial changes to be made with minimum disruption to IT services

- Objectives
  - Respond to the customer's changing business requirements while maximizing value and reducing incidents, disruption and re-work.
  - Respond to the business and IT requests for change that will align the services with the business needs.
  - Ensure that changes are recorded and evaluated, and that authorized changes are prioritized, planned, tested, implemented, documented and reviewed in a controlled manner.
  - Ensure that all changes to configuration items are recorded in the configuration management system.
  - Optimize overall business risk – it is often correct to minimize business risk, but sometimes it is appropriate to knowingly accept a risk because of the potential benefit.

Change management

- Scope
  - changes to all architectures, processes, tools, metrics and documentation, as well as changes to IT services and other configuration items.

Change management

- Value to business
  - Protecting the business, and other services, while making required changes
  - Implementing changes that meet the customers' agreed service requirements while optimizing costs
  - Contributing to meet governance, legal, contractual and regulatory requirements by providing auditable evidence of change management activity.
  - Reducing failed changes and therefore service disruption, defects and re-work
  - Reducing the number of unauthorized changes, leading to reduced service disruption and reduced time to resolve change-related incidents
  - Delivering change promptly to meet business timescales
  - Tracking changes through the service lifecycle and to the assets of its customers
  - Contributing to better estimates of the quality, time and cost of change
  - Assessing the risks associated with the transition of services (introduction or disposal)
  - Improving productivity of staff by minimizing disruptions caused by high levels of unplanned or 'emergency' change and hence maximizing service availability
  - Reducing the mean time to restore service (MTRS), via quicker and more successful implementations of corrective changes
  - Liaising with the business change process to identify opportunities for business improvement.

Change management

- Activities
  - Planning and controlling changes
  - Change and release scheduling (working with release and deployment management when appropriate)
  - Communications
  - Change decision-making and change authorization
  - Ensuring that remediation plans are in place
  - Measurement and control
  - Management reporting
  - Understanding the impact of change
  - Continual improvement.

Change management

- Service change
  - The addition, modification or removal of authorized, planned or supported service or service component and its associated documentation.
- Seven R
  - Who RAISED the change?
  - What is the REASON for the change?
  - What is the RETURN required from the change?
  - What are the RISKS involved in the change?
  - What RESOURCES are required to deliver the change?
  - Who is RESPONSIBLE for the build, test and implementation of the change?
  - What is the RELATIONSHIP between this change and other changes?

Change management

- Normal change procedure
  - Create and record requests for change
  - Review the request for change
  - Assess and evaluate the change
  - Authorizing the change
  - Coordinating change implementation
  - Review and close change record
- Change advisory board
  - a body that exists to support the authorization of changes and to assist Change Management in the assessment and prioritization of changes
- Emergency changes
  - reserved for changes intended to repair an error in an IT service that is negatively impacting the business to a high degree.

Change management

- Inputs
  - Policy and strategy for change and release
  - Request for change
  - Change proposal
  - Plans – change, transition, release, test, evaluation and remediation
  - Current change schedule and PSO
  - Evaluation reports and interim evaluation reports
  - Current assets or configuration items, e.g. baseline, service package, release package
  - As-planned configuration baseline
  - Test results, test report and evaluation report.

Change management

- Outputs
  - Rejected and cancelled RFCs
  - Authorized changes
  - Authorized change proposals
  - Change to the services, service or infrastructure resulting from authorized changes
  - New, changed or disposed configuration items, e.g. baseline, service package, release package
  - Revised change schedule
  - Revised PSO
  - Authorized change plans
  - Change decisions and actions
  - Change documents and records
  - Change management reports.

Service asset and configuration management

- Purpose
    - to ensure that the assets required to deliver services are properly controlled, and that accurate and reliable information about those assets is available when and where it is needed

Service asset and configuration management

- Objectives
  - Ensure that assets under the control of the IT organization are identified, controlled and properly cared for throughout their lifecycle.
  - Identify, control, record, report, audit and verify services and other configuration items (CIs), including versions, baselines, constituent components, their attributes and relationships.
  - Account for, manage and protect the integrity of CIs through the service lifecycle by working with change management to ensure that only authorized components are used and only authorized changes are made.
  - Ensure the integrity of CIs and configurations required to control the services by establishing and maintaining an accurate and complete configuration management system (CMS).
  - Maintain accurate configuration information on the historical, planned and current state of services and other CIs.
  - Support efficient and effective service management processes by providing accurate configuration information to enable people to make decisions at the right time

Service asset and configuration management

- Scope
  - management of the complete lifecycle of every CI.

- Value to business
  - Enables IT staff to understand the configuration and relationships of services and the configuration items that provide them
  - Better forecasting and planning of changes
  - Successful assessment, planning and delivery of changes and releases
  - Resolution of incidents and problems within the service level targets
  - Delivery of service levels and warranties
  - Better adherence to standards, legal and regulatory obligations (fewer non conformances)
  - More business opportunities as the service provider is able to demonstrate control of assets and services
  - Traceability of changes from requirements
  - The ability to identify the costs of a service
  - Reduced cost and time to discover configuration information when it is needed
  - Proper stewardship of fixed assets that are under the control of the service provider.

Service asset and configuration management

- Inputs
  - Designs, plans and configurations from service design packages
  - Requests for change and work orders from change management
  - Actual configuration information collected by tools and audits
  - Information in the organization's fixed asset register.

- Outputs
  - New and updated configuration records
  - Updated asset information for use in updating the fixed asset register
  - Information about attributes and relationships of configuration items, for use by all other service management processes
  - Configuration snapshots and baselines
  - Status reports and other consolidated configuration information
  - Audit reports.

Release and deployment management

- Purpose
  - to plan, schedule and control the build, test and deployment of releases, and to deliver new functionality required by the business while protecting the integrity of existing services.

Configuration items

- Configuration Management delivers a model of the services, assets and the infrastructure by recording the relationships between configuration items
- A configuration item (CI) is an asset, service component or other item that is, or will be, under the control of Configuration Management
- Configuration items may vary widely in complexity, size and type, ranging from an entire service or system including all hardware, software, documentation and support staff to a single software module or a minor hardware component
- Configuration items may be grouped and managed together, e.g. a set of components may be grouped into a release
- Configuration items should be selected using established selection criteria, grouped, classified and identified in such a way that they are manageable and traceable throughout the service lifecycle
- Categories: service lifecycle CIs, Service CIs, Organization CIs, Internal CIs, External CIs, Interface CIs.

Configuration management system

- To manage large and complex IT services and infrastructures, Service Asset and Configuration Management requires the use of a supporting system known as the Configuration Management System (CMS)
- A secure library is a collection of software, electronic or document CIs of known type and status
- A secure store is a location that warehouses IT assets
- The Definitive Media Library (DML) is the secure library in which the definitive authorized versions of all media CIs are stored and protected
- A configuration baseline is the configuration of a service, product or infrastructure that has been formally reviewed and agreed on, that thereafter serves as the basis for further activities and that can be changed only through formal change procedures.

Release and deployment management

- Release and Deployment Management aims to build, test and deliver the capability to provide the services specified by Service Design and that will accomplish the stakeholders' requirements and deliver the intended objectives.

- Purpose:
  - Define and agree release and deployment plans with customers and stakeholders
  - Ensure that each release package consists of a set of related assets and service components that are compatible with each other
  - Ensure that integrity of a release package and its constituent components is maintained throughout the transition activities and recorded accurately in the CMS
  - Ensure that all release and deployment packages can be tracked, installed, tested, verified, and/or uninstalled or backed out if appropriate
  - Ensure that organization and stakeholder change is managed during the release and deployment activities
  - Record and manage deviations, risks, issues related to the new or changed service and take necessary corrective action
  - Ensure that there is knowledge transfer to enable the customers and users to optimize their use of the service to support their business activities
  - Ensure that skills and knowledge are transferred to operations and support staff to enable them to effectively and efficiently deliver, support and maintain the service according to required warranties and service levels.

Release and deployment management

- Goal:
  - To deploy releases into production and establish effective use of the service in order to deliver value to the customer and be able to handover to service operations.
- Objective:
  - There are clear and comprehensive release and deployment plans that enable the customer and business change projects to align their activities with these plans
  - A release package can be built, installed, tested and deployed efficiently to a deployment group or target environment successfully and on schedule
  - A new or changed service and its enabling systems, technology and organization are capable of delivering the agreed service requirements, i.e. utilities, warranties and service levels
  - There is minimal unpredicted impact on the production services, operations and support organization
  - Customers, users and Service Management staff are satisfied with the Service Transition practices and outputs, e.g. user documentation and training.

Release and deployment management

- Value to business
  - Delivering change, faster and at optimum cost and minimized risk
  - Assuring that customers and users can use the new or changed service in a way that supports the business goals
  - Improving consistency in implementation approach across the business change, service teams, suppliers and customers
  - Contributing to meeting auditable requirements for traceability through Service Transition.

Release and deployment management

- Process activities
  1. Planning
  2. Preparation for build, test and deployment
  3. Build and test
  4. Service testing and pilots
  5. Plan and prepare for deployment
  6. Perform transfer, deployment and retirement
  7. Verify deployment
  8. Early life support
  9. Review and close a deployment
  10. Review and close Service Transition

Service validation and testing

- Purpose:
  - Plan and implement a structured validation and test process that provides objective evidence that the new or changed service will support the customer's business and stakeholder requirements, including the agreed service levels
  - Quality assure a release, its constituent service components, the resultant service and service capability delivered by a release
  - Identify, assess and address issues, errors and risks throughout Service Transition.
- Goal:
  - to assure that a service will provide value to customers and their business.
- Objectives:
  - Provide confidence that a release will create a new or changed service or service offerings that deliver the expected outcomes and value for the customers within the projected costs, capacity and constraints
  - Validate that a service is 'fit for purpose' – it will deliver the required performance with desired constraints removed
  - Assure a service is 'fit for use' – it meets certain specifications under the specified terms and conditions of use
  - Confirm that the customer and stakeholder requirements for the new or changed service are correctly defined and remedy any errors or variances early in the service lifecycle as this is considerably cheaper than fixing errors in production.

Service validation and testing

- Process activities
  - Validation and test management
  - Plan and design test
  - Verify test plan and test design
  - Prepare test environment
  - Perform tests
  - Evaluate exit criteria and report
  - Test clean up and closure

Evaluation

- Purpose:
  - to provide a consistent and standardized means of determining the performance of a service change in the context of existing and proposed services and IT infrastructure.
- Goal:
  - to set stakeholder expectations correctly and provide effective and accurate information to Change Management to make sure changes that adversely affect service capability and introduce risk are not transitioned unchecked.
- Objective:
  - Evaluate the intended effects of a service change and as much of the unintended effects as is reasonably practical given capacity, resource and organizational constraints
  - Provide good quality outputs from the evaluation process so that Change Management can expedite an effective decision about whether a service change is to be approved or not.

Evaluation

- Process activities
  - Service evaluation terms
  - Evaluation process
  - Evaluation plan
  - Understanding the intended effect of a change
  - Understanding the unintended effect of a change
  - Factors for considering the effect of a service change
  - Evaluation of predicted performance
  - Evaluation of actual performance
  - Risk management

Knowledge management

- Purpose:
  - to ensure that the right information is delivered to the appropriate place or competent person at the right time to enable informed decision.
- Goal:
  - to enable organizations to improve the quality of management decision making by ensuring that reliable and secure information and data is available throughout the service lifecycle.
- Objectives:
  - Enabling the service provider to be more efficient and improve quality of service, increase satisfaction and reduce the cost of service
  - Ensuring staff have a clear and common understanding of the value that their services provide to customers and the ways in which benefits are realized from the use of those services
  - Ensuring that, at a given time and location, service provider staff have adequate information on:
    - Who is currently using their services
    - The current states of consumption
    - Service delivery constraints
    - Difficulties faced by the customer in fully realizing the benefits expected from the service.

Knowledge management

- Data
  - a set of discrete facts about events
- Information
  - comes from providing context to data
- Knowledge
  - composed of the tacit experiences, ideas, insights, values and judgments of individuals
- Wisdom
  - gives the ultimate discernment of the material and having the application and contextual awareness to provide a strong common sense judgment

Knowledge management

- Service knowledge management system (SKMS)
  - Knowledge Management will be focused within the Service Knowledge Management System (SKMS) concerned, as its name implies, with knowledge. Underpinning this knowledge will be a considerable quantity of data, which will be held in a central logical repository or Configuration Management System (CMS) and Configuration Management Database (CMDB).
  - SKMS is a broader concept that covers a much wider base of knowledge, for example:
    - The experience of staff
    - Records of peripheral matters, e.g. weather, user numbers and behavior, organization's performance figures
    - Suppliers' and partners' requirements, abilities and expectations
    - Typical and anticipated user skill levels.

Service transition common operation activities

- Managing communications and commitment
- Managing organization and stakeholder change
- Stakeholder management

Managing communications and commitment

- Communication strategy:
    - Setting a vision of the business objectives
    - Identifying and maintaining sponsorship
    - Removing barriers of resistance – building partnerships

Managing organization and stakeholder change

- Factors that drive successful change initiatives at the organization level include:
  - Leadership for the change
  - Organization adoption
  - Governance process
  - Organization capabilities
  - Business and service performance measures
  - A strong communication process with regular opportunity for staff feedback.
- Organizational change strategies
  - Education and commitment
  - Participation and involvement
  - Facilitation and support
  - Negotiation and agreement
  - Manipulation and co-option
  - Explicit and implicit coercion

Stakeholder management

- Stakeholder management strategy
  - Who the stakeholders are
  - What their interests and influences are likely to be
  - How the project or program will engage with them
  - What information will be communicated
  - How feedback will be processed.
- Stakeholder map and analysis
  - A stakeholder matrix is a useful way of mapping the various stakeholders against their interests in the Service Transition, its activities and outcomes

Organizing for Service Transition

- Organizational context for transitioning a service
  - Other organizational units and third parties need to have clearly defined interface and handover points with Service Transition to ensure the delivery of the defined deliverables within the agreed schedule.
- Organizational models to support service transition
  - Service transition manager
  - Planning and support
  - Service Asset and Configuration Management and Change Management roles
  - Performance and risk evaluation management
  - Service knowledge management
  - Service test manager
  - Release and deployment
  - Release packaging and build
  - Deployment
  - Early life support
  - Build and test environment management

Technology considerations

- Knowledge management tools
  - Document management
  - Records management
  - Content management
- Collaboration
  - Communities
  - Workflow management
- Configuration management system

Implementing Service Transition

- Stages of introducing service transition
    - Justifying service transition
    - Designing service transition
    - Introducing service transition

Challenges, critical success factors and risks

- Challenges
  - Enabling almost every business process and service in IT, resulting in a large customer and stakeholder group that is involved and impacted by Service Transition
  - Managing many contacts, interfaces and relationships through Service Transition, including a variety of different customers, users, programs, projects, suppliers and partners
  - There being little harmonization and integration of the processes and disciplines that impact Service Transition, e.g. finance, engineering, human resource management
  - There being inherent differences among the legacy systems, new technology and human elements that result in unknown dependencies and are risky to change
  - Achieving a balance between maintaining a stable production environment and being responsive to the business needs for changing the services
  - Achieving a balance between pragmatism and bureaucracy
  - Creating an environment that fosters standardization, simplification and knowledge sharing
  - Being an enabler of business change and, therefore, an integral component of the business change programs

Challenges, critical success factors and risks

- Challenges
  - Establishing leaders to champion the changes and improvements
  - Establishing 'who is doing what, when and where' and 'who should be doing what, when and where'
  - Developing a culture that encourages people to collaborate and work effectively together and an atmosphere that fosters the cultural shifts necessary to get buy-in from people
  - Developing standard performance measures and measurement methods across projects and suppliers
  - Ensuring that the quality of delivery and support matches the business use of new technology
  - Ensuring that the Service Transition time and budget is not impacted by events earlier in the service lifecycle (e.g. budget cuts)
  - Understanding the different stakeholder perspectives that underpin effective risk management within an organization
  - Understanding, and being able to assess, the balance between managing risk and taking risks as it affects the overall strategy of the organization and potential mismatch between project risks and business risk
  - Evaluating the effectiveness of reporting in relation to risk management and corporate governance.

Challenges, critical success factors and risks

- Critical success factors
  - Understanding and managing the different stakeholder perspectives that underpin effective risk management within an organization and establishing and maintaining stakeholder 'buy-in' and commitment
  - Maintaining the contacts and managing all the relationships during Service Transition
  - Integrating with the other service lifecycle stages, processes and disciplines that impact Service Transition
  - Understanding the inherent dependencies among the legacy systems, new technology and human elements that result in unknown dependencies and are risky to change
  - Automating processes to eliminate errors and reduce the cycle time
  - Creating and maintaining new and updated knowledge in a form that people can find and use
  - Developing good-quality systems, tools, processes and procedures required to manage a Service Transition practice
  - Good Service Management and IT infrastructure tools and technology
  - Being able to appreciate and exploit the cultural and political environment
  - Being able to understand the service and technical configurations and their dependencies

Challenges, critical success factors and risks

- Critical success factors
  - Developing a thorough grasp of the hard factors (processes and procedures) and soft (skills and competencies) factors required to manage a Service Transition practice
  - Developing a workforce with the right knowledge and skills, appropriate training and the right service culture
  - Defining clear accountabilities, roles and responsibilities
  - Establishing a culture that enables knowledge to be shared freely and willingly
  - Demonstrating improved cycle time to deliver change and less variation in time, cost and quality predictions during and after transition
  - Demonstrating improved customer and user satisfaction ratings during Service Transition
  - Demonstrating that the benefits of establishing and improving the Service Transition practice and processes outweigh the costs (across the organization and services)
  - Being able to communicate the organization's attitude to risk and approach to risk management more effectively during Service Transition activities
  - Building a thorough understanding of risks that have impacted or may impact successful Service Transition of services in the Service Portfolio.

Challenges, critical success factors and risks

- Risks
  - Change in accountabilities, responsibilities and practices of existing projects that de-motivate the workforce
  - Alienation of some key support and operations staff
  - Additional unplanned costs to services in transition
  - Resistance to change and circumvention of the processes due to perceived bureaucracy.
  - Excessive costs to the business due to overly risk-averse Service Transition practices and plans
  - Knowledge sharing (as the wrong people may have access to information)
  - Lack of maturity and integration of systems and tools resulting in people 'blaming' technology for other shortcomings
  - Poor integration between the processes – causing process isolation and a silo approach to delivering ITSM
  - Loss of productive hours, higher costs, loss of revenue or perhaps even business failure as a result of poor Service Transition processes.