

ITSM Roles and Organizational Units according to ITIL® 4 and ISO 20000

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Excerpt with reduced content

ITSM Roles and Organizational Units including detailed Job Descriptions

according to

ITIL® 4 and ISO 20000

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This glossary of ITSM roles is based upon the well known [ITSM Process Library](#) from [Dipl.-Ing. Walter Abel Management Consulting](#). This ebook series describes the processes of IT Service Management in the leading process management tool [Signavio Process Manager](#) notated in BPMN 2.0. The content results from the experience of more than 20 years of practice in successful implementing ITSM projects.

The necessary ITSM processes of ITIL® 4 and ISO 20000 you may find

- as immediately implementable process manuals via <https://www.itsmprocesses.com>
- as editable process management solution adaptable to the requirements of your company via <https://www.walter-abel.at/Englisch/Business%20Intelligence/ITSM%20Process%20Library.htm>

And now i wish you fruitfully and interesting reading!

Yours

Dipl.-Ing. Walter Abel



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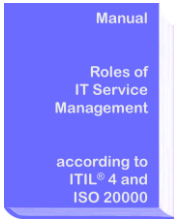
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1. The novelties within ITIL® 4

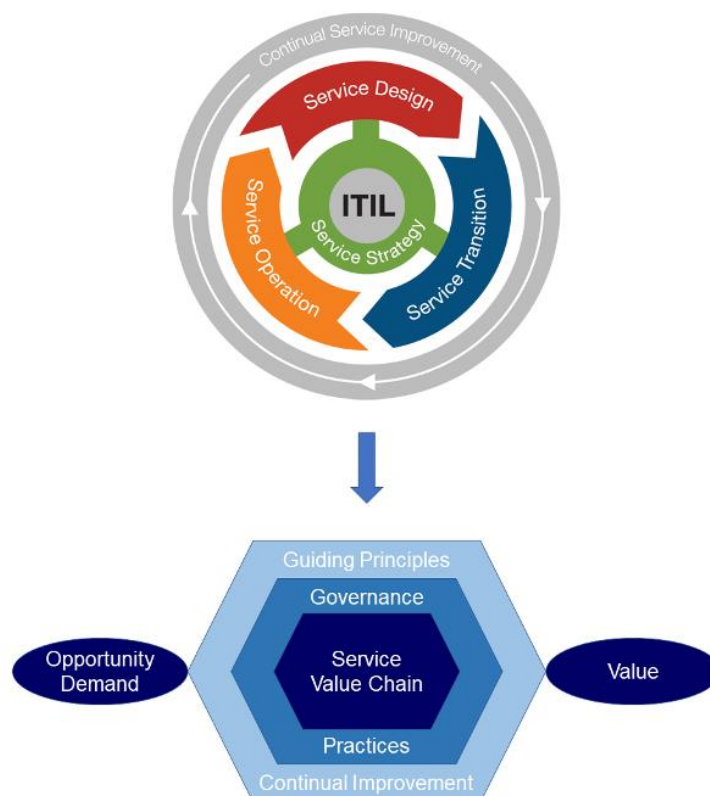
First of all, the basic principles, functions and processes of ITIL® 2011 will remain the same in principle. The main reason for the revision of the ITIL® standard is the adaptation to current market developments, such as:

- the already known lean principles (reduction of avoidable actions)
- the implementation of agile process models such as Scrum (flexible reaction to changes - embrace change)
- the meanwhile established approaches of DevOps, such as Test Driven Development, Continuous Integration and Disciplined Agile Delivery

in order to meet the requirements of the New Digitalized Economy.

The changes in detail

The "Service Lifecycle" was extended to become the "Service Value System" - away from service as the goal of doing and towards creating value by means of services (and thus also the possibility of lifting the ITIL® framework out of IT and establishing it as a general service management system throughout the entire company).



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ITIL® now speaks about 34 "Practices" instead of the former "Functions" and "Processes", where "Practices" are procedures that combine value contribution, processes and methods.

The requirements of the New Digitalized Economy

The New Digitalized Economy is changing the challenges and markets decisively. These include:

Requirements dynamics (volatility)

The dynamics of the markets lead to (partly) unforeseeable fluctuations in the requirements for IT services.

Uncertainty of requirements (uncertainty)

Despite improved analysis techniques (Big Data, etc.), market developments are becoming increasingly difficult to predict.

Complexity of requirements (complexity)

The complexity of the requirements for IT services is increasing dramatically due to market dynamics and rapid technological developments.

Variety of solutions (ambiguity)

Rapid acceleration of innovation in the technology sector and thus (partly) unpredictable life cycles of technologies make the selection of dedicated solution strategies more difficult.

Processes versus Practices

The core processes of ITIL® are adapted to the aforementioned requirements, but essentially remain the same. However, some are added respective modified.

- **General Management Practices:**
 - Architecture Management (**new**)
 - Project Management (**new**)
 - Risk Management (**new**)
 - Workforce & Talent Management (**new**)
 - Continual Improvement (**changed**)
 - Financial Management (**changed**)
 - Organizational Change Management (**changed**)

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- Portfolio Management (changed)
- Relationship Management (changed)
- Information Security Management (not changed)
- Knowledge Management (not changed)
- Measurement & Reporting (not changed)
- Strategy Management (not changed)
- Supplier management (not changed)

- **Service Management Practices:**
 - Business Analysis (new)
 - Capacity & Performance Management (changed)
 - Change Control (changed)
 - IT Asset Management (changed)
 - Monitoring & Event Management (changed)
 - Release Management (changed)
 - Service Configuration Management (changed)
 - Service Design (changed)
 - Service Desk (changed)
 - Availability Management (not changed)
 - Incident Management (not changed)
 - Problem Management (not changed)
 - Service Catalogue Management (not changed)
 - Service Continuity Management (not changed)
 - Service Level Management (not changed)
 - Service Request Management (not changed)
 - Service Validation & Testing (not changed)

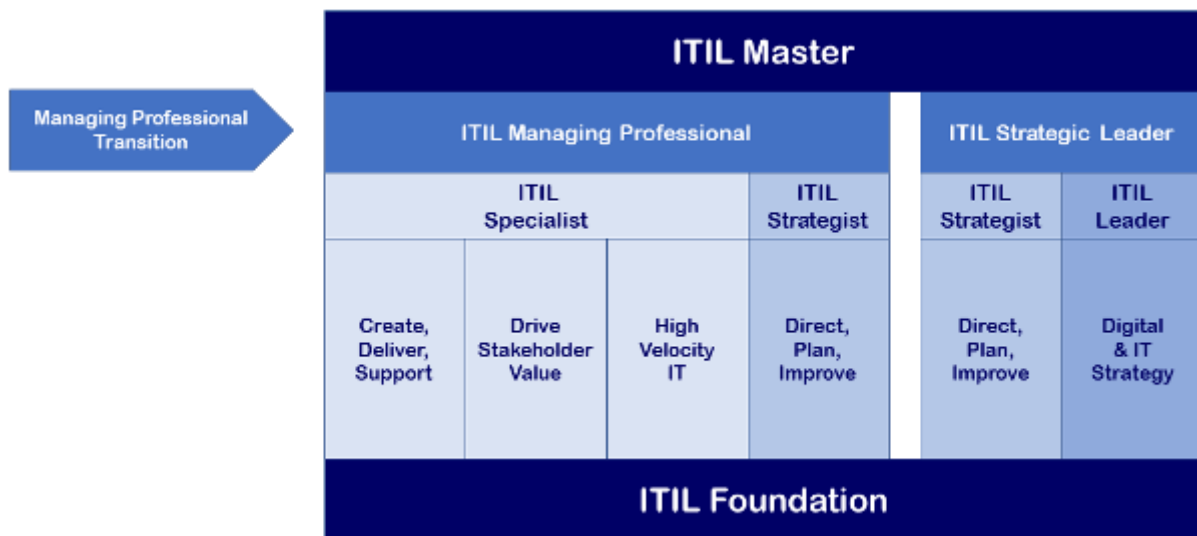
- **Technical Management Practices:**
 - Software Development & Management (new)
 - Deployment Management (changed)
 - Infrastructure & Platform Management (not changed)

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Certifications

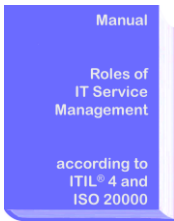
The new ITIL® 4 certification scheme is already available and contains the following levels:



- ITIL® Foundation (1 module)
- ITIL® Specialist (3 modules)
- ITIL® Strategist (1 module)
- ITIL® Leader (1 module)
- ITIL® Master (1 module)

The new ITIL® 4 certification system now consists of two different development streams, which consist of the above modules:

- To become an **ITIL® Managing Professional** the following requirements must be met:
 - ITIL® 4 Foundation
 - ITIL® Specialist (Create, Deliver, Support)
 - ITIL® Specialist (Drive Stakeholder Value)
 - ITIL® Specialist (High Velocity IT)
 - ITIL® Strategist
- To become an **ITIL® Strategic Leader** the following requirements must be met:
 - ITIL® 4 Foundation
 - ITIL® Strategist
 - ITIL® Leader



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Both ITIL® Managing Professional and ITIL® Strategic Leader are required for the **ITIL Master**.

All previous ITIL® 2011 certifications will remain valid for the time being and the adjustments made will lead to an upgrade certification. Details will come later.

As a result of Edition 4, there will be adjustments to the training content and examinations.

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2. Roles in detail

1st Level Support

The [1st Level Support](#) takes care of the fastest possible correction in case of malfunctions.

In case of incident messages, he/she undertakes, as far as the success is foreseeable, an immediate solution attempt to restore the defined operating state of the IT services concerned as quickly as possible. If this is not possible, he/she forwards the incident message to the responsible solution groups in [2nd Level Support](#). In addition to incident messages, [User](#) requests (service requests) are also processed.

The role description in detail:

Purpose of the role:

- The [1st Level Support](#) takes care of the fastest possible correction in case of malfunctions.

Responsibilities of the role:

- Immediate alerting of Security Management in case of security relevant messages
- Fastest possible restoration of the defined operating status of affected IT services in the event of a malfunction
- Activation of [2nd Level Support](#) in case of an impossible immediate recovery of the affected IT services
- Ensuring the implementation of authorized service requests

Tasks of the role:

- Implementation of immediately executable troubleshooting and service requests
- [User](#) information
- Documentation of the troubleshooting carried out and immediately implemented service requests to secure know-how

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Scope of decision for the role:

- Assignment of category and priority to incoming messages
- Decision about the direct solution by [1st Level Support](#) as far as possible or passing on to [2nd Level Support](#)
- **Out of decision scope:**
 - Definition of workarounds for incidents

Key Performance Indicators for the role:

- Percentage of incidents resolved directly by [1st Level Support](#)
- Percentage of incidents resolved in a timely manner
- Number of escalations due to inadequate or delayed resolution of an incident
- Number of repeat errors (Incident occurs again after correction) per category
- Number of subsequent errors (ticket must be reopened)
- Average troubleshooting time in hours

Stakeholders of the role:

- [CIO](#)
- [IT Operations Manager](#)
- [Service Owner](#)
- [Service Level Manager](#)
- [Application Manager](#)
- [Incident Manager](#)
- [2nd Level Support](#)
- [User](#)
- [Knowledge Manager](#)

Required qualifications and competencies:

- Minimum 3 years in [Service Desk](#) operation
- Strong communication skills
- Fluent oral and written command of the local language of the company and English

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Solution Architect

The [Solution Architect](#) is responsible for designing IT systems and IT applications required to provide an IT service.

This includes the specification of technologies, architectures and data structures as a basis for application development or customization the technical and organizational realization concept as well.

The role description in detail:

Purpose of the role:

- The [Solution Architect](#) has the central responsibility for developing and maintaining the design of IT services according to the defined enterprise architecture requirements for dedicated IT services including their relationship to other IT services

Responsibilities of the role:

- The [Solution Architect](#) is responsible for designing IT systems, IT infrastructure and IT applications required to provide an IT service. This includes:
 - The specification of technologies, architectures and data structures as a basis for application development or customization
 - The technical and organizational realization concept as well. He/she defines the requirements for the work of [Solution Developer](#)
- Collaboration with Portfolio Management to provide highly reliable basis for service design
- Helping the value streams adhere to the budget baseline for retiring solutions
- Participation in architectural initiatives
- Influencing common modelling, design, and coding practices
- Collecting, generating, and analyzing innovative ideas and technologies to use in service design
- Facilitating the reuse of existing software, components, and proven patterns
- Synchronizing the following disciplines within dedicated solutions whenever applicable:
 - System- and data security, quality
 - Production infrastructure
 - Solution [User](#) experience
 - Scalability, performance, and other non-functional requirements
- [Manager](#) of the Enterprise Architecture Process

Tasks of the role:

- Contribute to an overview of new and emerging technologies and methodologies of IT-design
- Define the architecture for new respective changed services and applications regarding technologies already in place
- Support the development of new respective changed services and applications with best-in-class practices
- Support the end-of-life-phase of services and applications respective technologies
- Support the replacement of outdated technologies

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Scope of decision for the role:

- Architectural decisions within service- and application development
- Architectural decision within service- and application procurement
- **Out of decision scope:**
 - Changes of enterprise architecture

Key Performance Indicators for the role:

- Compliance with development budgets
- Compliance of services and applications with IT architecture prerequisites
- Currentness of the IT architecture documentation
- Performance of the Enterprise Architecture Management Processes according to the defined process-KPIs

Stakeholders of the role:

- [CIO](#)
- [Service Portfolio Manager](#)
- [Service Owner](#)
- [Application Manager](#)
- [Information Security Manager](#)
- [Supplier Manager](#)
- [Change Manager](#)
- [Technical Architect](#)
- [Solution Developer](#)
- [Project Manager](#)
- [Enterprise Architect](#)

Required qualifications and competencies:

- Minimum 5 years overall experience in IT service management
- TOGAF certification
- Strong analytical, planning and problem-solving skills
- Fluent oral and written command of the local language of the company and English