

Q: What is the significant difference between service management systems and measurement systems?

A: Service Management Systems are the tools used to deliver, maintain and manage the services and underlying capabilities used to deliver the services...wrenches screwdrivers, etc. Measurement and *Metrics are the rulers, thermometers, gauges that tell us how things are operating. The measurement tools also help us decide what will be the appropriate Service Management tools going forward to best continue to deliver service. They are two sets of tools working together for control and improvement.*

Q: What is the difference between Event Management and Incident Management under process?

A: Event detects and makes sense of what is happening in infrastructure. Event Management is there to make sense of the occurrences. It does this by using monitoring tools, agents, sniffers, and other tools to actively and passively look for events. These systems ask "is it operating as planned?" Event then helps users make sense of "is this supposed to do this?" If not then Event Management helps decide if we need to move into Incident Management. It is during Incident Management that we take action to return the service to normal operations.

Q: Challenges that you see in coordinating and staffing the Problem Management process?

A: The major issue is getting people dedicated to doing Problem Management. It is nearly impossible for one individual to do both good Incident and Problem activities at the same time When IT employees try to do Incident and Problem at the same time they will run into conflicts over which one takes their focus. It is hard to handle multiple resolution calls while simultaneously researching why and finding a permanent fix. It is better to do fire prevention and fire fighting at the same time by distinguishing between the two and allocating resources accordingly.

Q: Should preapproved changes go through Request Fulfillment?

A: A preapproved change is called a Standard Change. If I can do the work myself and have authorization I should use a Standard Change. If I need to ask someone else to do the work on my behalf I should use a Service Request. The Service Request documentation can then be used as a pseudo change record so someone else can do the work.

Q: How broadly do you consider the Facilities Management function under IT Operations? Is it just IT related?

A: Facilities scope reaches beyond IT. The establishment of the physical environment may require interaction with skills and individuals that go beyond IT. The building, HVAC, grounds, physical security all may require interaction with the business side and associated folks like architecture, security, building managers, etc.

Q: I have been hearing more about IT Service Management and also ISO 20000; can you speak more to how they fit together and what is driving this apparent increased awareness?

A: ISO and SM have an intimate relationship. The ITIL framework is one of a number of frameworks used to accomplish service management—the effective delivery of services. ISO 20000 has the rules of the game for Service Management. It consists of those things that must be in place to have effective Service Management (the “shall’s”) and those things that are recommended (the “should’s”). It serves as the standard or “norm” for comparison to determine if you are adhering to best practices. It has become more prevalent because all ITIL implementations are different but ISO 20000 is a standard and does not get adapted to you organization. ISO 20000 requires evidence and proof that you have in place the foundation for effective Service Management. Entities like the Federal and State Governments can use ISO 20000 as a measuring rod for Service Management. It also works across international boundaries and compares everyone to a single standard.

Q: Do the interactions between the 4 functional areas go through the Service Desk?

A: They should. The Functions each have an area of expertise. We want them focusing on those areas and helping to resolve, provide advice, consult and design rather than getting caught up taking call after call. You really want them working on the bigger picture. The Service Desk in effect should “dispatch”, escalate and direct issues and calls to the other Functions in order to help maintain control.

Q: Could you please emphasize difference between Event and Incident with an example?

A: An example of Event Management might be: I sit at my desk and log in to the network. Since the network is monitored using Event Management, those people supporting the network know that I am supposed to be there; this is a normal event. Likewise, if I come in to work and cannot get in because I lock myself out and request a password reset then this is an unusual, but not exceptional, event that Event Management would recognize. However, let us say I start pinging servers, which I am not allowed to do or supposed to do, and then an Alert takes over. Now we move from Event to Incident. Something else needs to happen. Some action is required. The action I take would be handled by Incident Management. So if I am doing what I normally do and things work well, it may be an Event but not an Incident. If I am printing and it fails this may be unusual but okay. Now if it runs and wrecks other things we need to take action and use Incident Management.

Q: Does Event Management provide only additional data about events and not fix them if this needs to be fixed?

A: They will be advisors to the fix. They definitely need to collaborate with other IT folks, since often the people who do Event Management as their main focus have a great level of expertise to share. Event people may work closely with Problem Management folks to find the root cause and a fix. Potentially the Event Management people may shift their focus and use Problem Management for a time to find the root cause and permanent fix. Remember that the Functions and Processes are separate.

Q: Could Mike re-state the source he mentioned in systems control on the Monitor Control Loop side?

A: The Monitor Control Loop comes from the works of Peter Senge who wrote *The Fifth Discipline* about systems and causal feedback loops and Chris Argyris who wrote about monitor control loops and the ladder of inference. They are both well known industry folks who put some perspective around a systems approach to good service delivery.

Q: Where should a new group start SO?

A: Incident Management is a great place to start and many companies do start there. But first find out where the customer is experiencing pain. Perhaps use event Management to find out what kind of pain and where. If customers are fairly happy then maybe Service Design (SLM, the Warranty Processes) to help build a strong foundation for Service Operation; The key to Service Operation is that these are parts of the lifecycle (a circle). Jump in anywhere and find out you are carried along where you need to be in order to deliver services effectively.

Q: When will you create a problem id without an Incident?

A: Problem Management has two aspects. Reactive results from Incident and Event Management attempt to lessen impact and stop issues from happening again. Proactive investigates the infrastructure and operations to determine if snags, bottlenecks, potential issues, design flaws or other noteworthy items can be detected and handle before they become issues.

Q: A problem is typically a pattern of many events, or incidents that occur in an environment. Should an issue be considered a problem based on the amount of pain it causes regardless of the whether it is a repeat event?

A: Yes, since the provided definition is a narrow look at a problem. You can have one event causing a lot of pain and anything that might not appear as a pattern yet. For instance a major incident has a usually visible root cause. You will want to engage Problem Management to offer root cause and prevention even though it may be a one-time event. The determination for a problem is really whether an issue is worthy of root cause analysis and finding a permanent fix, not quantity.

Q: Is problem management responsible for managing the known error database since they are responsible for turning unknown errors into known errors?

A: Yes, they own and manage problems in all ways or places that problems may arise. Since a Known Error is a variation on a problem, the Problem Management process owns the Known Errors and maintains the Known Error DB. The KEDB would be owned by the Problem Manager. They will make sure all Known Errors are logged and that the KEDB is updated. Remember too that the KEDB forms a key part of the Service Knowledge Management System. This will then create a relationship between Problem Management and Knowledge Management.