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1.	<p>Q: Jayne said: "Applications are elements of services, not services in themselves". Can you elaborate on this, maybe examples?</p> <p>A: For example, email has multiple applications as part of the supply chain for email. Most of those applications don't bring that email to my desktop alone. At the end of the day, it is the combination of all of those applications that bring me my email.</p>
2.	<p>Q: Is it reasonable to say a business service catalog is a list of Service Level Agreements (SLAs) that are available?</p> <p>A: It could be but you do not need SLAs to have a service catalog. You may have services for which you do not yet have SLAs but need to be included in the catalog. Before negotiating SLAs, you have to first define the services that your IT organization provides.</p> <p>Many organizations do not have SLAs or specific SLAs. In creating a service catalog, you can buy time in the development of SLAs because you can use it as a generic SLA.</p>
3.	<p>Q: Gartner suggests defining service portfolios before you define your service catalog. What are your thoughts on service portfolio vs. service catalog?</p> <p>A: Service catalog is a subset of a service portfolio. A service portfolio contains the three areas of services: pipeline, transitioning and live or retired. A service catalog contains only that part of the portfolio that are live or transitioning. So by building a service catalog first, you are actually creating a key part of the portfolio. Services in the development pipeline and retired services can be developed in tandem.</p>
4.	<p>Q: Does the technical service catalog define what the service is, owners, etc?</p> <p>A: Sure. Capture as much similar information about services as possible in both catalogs: who the customer is, what are associated costs, what are targeted levels of availability, capacity, continuity and security. Don't forget that in IT we often serve ourselves.</p>
5.	<p>Q: How does the introduction of public cloud services affect your Service Catalog? For instance, hosting technical services in an IAAS or PAAS public cloud environment begins to become a commodity purchased directly by the customer rather than indirectly provided by the internal IT organization?</p> <p>A: It depends. The public cloud is an outsourced IT service and should be included in one or the other catalog. The cloud itself may be a technical service. Services delivered via the cloud may be business services. I would use the same criteria for cloud services as other services.</p>
6.	<p>Q: Your point about not becoming to granular is well stated; however, it is quite challenging. When mapping out the Human Resource (HR) Service of hiring a new employee, this appeared to be simple on the surface, but quickly became very detailed with many services in a service and became very granular. Any suggestions on how to avoid this?</p> <p>A: Let's use a new hire as an example then. You could define "new hire provisioning" as a total service that includes aspects of desktop provisioning, telecom, access management, facilities management, etc. Or you could define each aspect as a separate service depending on how often it is used outside of the new hire process. Whenever possible, consolidate applications or activities within a service to facilitate a single outcome (e.g., outfitting a new hire)</p>
7.	<p>Q: I'm not clear on the difference between a service portfolio vs. service catalog.</p>

	<p>A: In the slide deck, go to the slide titled Relationship with the service portfolio. The right hand side contains a graphic that breaks down what services are in the service portfolio: pipeline, live/transitioning or retired. All three make up the entire service portfolio. When developing a service catalog, we only really look at and list live/transitioning services. You should always keep your eye on the pipeline, too, since services in the pipeline will someday be included in the catalog.</p>
8.	<p>Q: This is a helpful framework. However, are you going to present some real sample catalogs that represent actual real world application of these guidelines? Will we see some real world examples of business and/or technical service catalogs created by companies?</p> <p>A: For the real world examples we are privy to, we are under Non-Disclosure Agreements (NDA) with our clients and we are not at liberty to share those. If anyone on the call wishes to share theirs, please let us know.</p> <p>Unfortunately, the service catalog examples in ITIL v2 and ITIL v3 (both 2007 and 2011 editions) are pretty bad. Microsoft Operation Framework (MOF) has a template that is better. The current MOF version is 4.0 and the template can be found here: http://www.microsoft.com/mof. Scroll down to MOF Extended Guidance and click on Plan Phase Job Aids. The MOF Job Aid SIP Service Catalog Sample is in there using Messaging as the example.</p>
9.	<p>Q: What is the best approach to build a service catalog in a siloed enterprise with multiple Business units?</p> <p>A: Look at the five things that every business does for each business unit or line of business. While the information collected will go into a single repository, each business unit will be given a view of generic and specific services that are relevant to just them.</p>
10.	<p>Q: Can a service be listed appropriately in both, the technical and business service catalog? E.g. Wired network.</p> <p>A: Absolutely. For example, if you “sell” network bandwidth to internal or external customers, then the network would be in the business service catalog. However, the network is also a key service that underpins most other services and therefore would also be in the technical service catalog. The information published about the service may be different for each catalog, but should be somewhat aligned. Just make sure technical services don’t sneak into the business service catalog because of politics. They should be legitimate services with a very specific, business-centric outcome.</p>
11.	<p>Q: Does the use of the terms "customer" and "user" in your presentation follow the ITIL definitions? A user is consumer. A customer agrees to service investments.</p> <p>A: Yes. The customer is always he or she who holds the wallet. Customers hold different wallets. External customers hold our potential revenue wallets for the business and internal customers hold budget wallets in making business decisions. Users consume services. I could show the catalog to a user but they may not have the authority to “buy” that service. Those who are going to look at the catalog to make the “purchase” are going to be he or she that holds the wallet.</p>
12.	<p>Q: Often applications are identified as service themselves. I.e. Payroll system, check printing application, etc. How can we show a difference?</p> <p>A: It depends on the outcome. An application that end-to-end delivers an outcome could also be deemed a service. But if an application requires interaction with other applications and services then, by definition, it is not a service.</p>
13.	<p>Q: Aren't generic Service Level Agreements (SLAs) still measurable SLAs, and expected by the customer? Or do you consider generic SLAs to be SLAs or Service Level Objectives (SLOs)?</p>

	<p>A: We are really looking at semantics here. Whether you have formal SLAs or are formulating Service Level Objectives, any generic service levels should be measurable. Using the service catalog as your first set of published generic service levels provides an opportunity to pilot service levels, measure for a period of time and identify exceptions.</p>
14.	<p>Q: What code do we use in Project Management Professionals (PMP) for ITSM training?</p> <p>A: ITSM Academy's Registered Education Provider (R.E.P) Number for the Project Management Institute (PMI) is 2442.</p>
15.	<p>Q: Do you have any suggestions about how to manage the Service Landscape (taxonomy)? Taxonomy in this case applies to how to organize the parts; services are organized into some kind of structure. That might be a list, or a hierarchy. Parts being, the individual service entries in the catalog, either business catalog or technical catalog.</p> <p>A: Organizing services can be done in a lot of different ways, for example by business unit. Services generally fall into two categories – generic (or corporate) services and specific (or line of business services). Generic services are usually available to everyone – email, telecom, desktop provisioning, etc. Specific services are unique to a business unit, line of business, department, individual etc. So first, capture all possible service candidates and divide them into generic or specific buckets. You can then add other hierarchies such as location, unit, business process, etc. Depending on the tool, you can customize views that only make “my” services visible.</p>
16.	<p>Q: Service catalogs typically have to categorize services to fit in menus. How would you categorize business oriented solutions that support business functions like Payroll, Loan management?</p> <p>A: Much of this will be tool dependent. There are good tools, most of which serve as a front end to the Configuration Management System (CMS). These tools usually allow for the management of rights, views and menus.</p>
17.	<p>Q: In technical service catalog, could you please tell the difference, with an example, between a service offering owner, customer and stakeholder?</p> <p>A: A Customer is he/she who owns the budget or funds the service. It can be a single stakeholder or multiple stakeholders depending on who is using the service.</p> <p>A Service Offering Owner is a Service Owner in ITIL and is someone on the IT side that is accountable for the performance of the end-to-end service based on successful achievement of the outcomes desired. Ideally, there would also be a service owner on the business side for the purpose of negotiating service levels.</p> <p>A Stakeholder is anyone that has a stake in the outcome of that service. It typically roles up to a manager who has input on functionality and requirements of that service.</p>
18.	<p>Q: Is it appropriate to list Unix or Windows as a service in the technical catalog?</p> <p>A: If it is providing a direct outcome, yes. However, typically listing an operating system is too granular. Maybe it can be listed if tied to the server level. If you can pull it even higher up than that, the better.</p>
19.	<p>Q: If a customer's view is limited to those services that they can order, how does service catalog support the objective of providing a reminder of what the provider does and doesn't do? In agreeing to service investment, would a customer need a broad view of all services?</p> <p>A: No, that is where service portfolio comes in. If I am a Service Catalog Manager and I want to see the whole service portfolio and, if needed, show the bigger view, I can with the tool's view capabilities. A service catalog is just a carved up view of the service portfolio. The report template can also be annotated with a section that details</p>

	<p>what services or devices are not supported as part of the portfolio and catalog.</p>
20.	<p>Q: Implementing ITIL involves organizational change and I'm having difficulty getting others really on board even though management supports ITIL at my company. How can I create a sense of urgency to get buy-in from the IT team and managers for service catalog?</p> <p>A: In a perfect environment your service catalog would be your first asset. Not having one is often a problem of understanding the value of IT. Start at a high level; look at the five areas of business. Show that you understand what the business does. Connect to bottom line outcomes. Understand how they are funded and can be maintained or better yet grown. Show how you enable business to continue to be successful in revenue and other connecting criteria.</p> <p>ITL implementation is about managing services. If there is a perception that we don't know what a service is, there is a dis-connect. Show 'here are services, here is the value, here is how we can be efficient and make or save money.'</p>