Q: Are there sample RACI's for Incident and Change available?

A: Great idea. We will add them with the download of the Q&A report and white paper.

Q: I was under the impression that if I have more than one (R) for an activity ... then that signals that my activity needs to be split down such that I get only one (R) for each activity or task. Please advise, if this has changed. Thanks.

A: You can have multiple (R)s or Responsibilities per an activity. For example, multiple roles are typically Responsible for opening an Incident Record. However, there can only be one (A) or Accountable for an activity.

Q: How many processes does ITIL define, and where can we find a list of those.

A: ITIL doesn't actually give you a count. We count 26. Other credible websites have confirmed 26 processes, as well. A list of the processes is appended to this report.

Q: I see ITSMA is a PMI Rep, what is your REP code to claim PDU's?

A: 2442

Q: I was thinking that if you Consult (C) that you would also Inform (I) at the same time. Not to dilute either but in execution wouldn't the conversation just go there? So for the sake of simplicity in the chart why not set the rule that (C) implies (I). Would there be some downside to this? Is there a good reason to put two letters (CI) in the box rather than just (C)?

A: The C and I may not happen at the same time. One is an Ask (C) and one is a Tell (I) so it is important to make sure there is a clarification. Remember (I) represents important communication so make sure the loop is closed and over-communicate if necessary.

Q: I love the stage idea! It lines up well with large organizations but what about smaller or even some midsize companies where folks where many hats?

A: Having Stage Owners works well for smaller organizations. It was initially the smaller organizations we had in mind when this concept originated. Having 5 Stage Owners is easier to manage than determining 26 process owners. If necessary, the Stage Owners could also serve as Process Managers for one or more of the processes in that stage. Overall, the concept can work for any sized organization.

Q: I would love to get my hands on that whitepaper pertaining to the "stage" owners! How do I get on that list?

A: When we send out the Q&A report from today's presentation the whitepaper will be included.

Q: The stage owner concept is appealing. What are the chances of incorporating it into ITIL?

A: We are not ITIL authors. However, if it is a good approach that works for you then use it. Don't forget that a Service Transition Owner can be responsible for an activity in other Lifecycle stages. Consider doing a RACI to see where Responsibilities for Stage Owners interface.

Q: On your RACI Chart illustrating Problem Management example, why is the responsibility to log and categorized the Service Desk Responsibility and not Problem Management? Is this because your Problem Manager is included in the Service Desk?

A: The Service Desk is usually accountable for the quality of records – particularly Incident and Problem records. Sometimes they are responsible for logging or "raising" the problem; sometimes others will be responsible. Some Problem Managers are a part of the Service Desk function (but not necessarily the department) – but that is not cast in stone.

The example is not meant to be the definitive model for Problem Management. If in your environment, the accountability for logging and managing Problem records lies elsewhere, then the accountability or "A" can be placed where appropriate.

Q: Who should be negotiating SLAs and KPIs with the customer - the Service Manager or the Operations Manager?

A: Negotiation is always the responsibility of the Service Level Manager. If you take the Stage Approach, the accountability lies with either the Service Design or CSI Stage Owner. A lot of SLAs are done in the Design phase where the customer and IT service provider negotiate service levels before the service is transitioned into production. The CSI stage monitors for adherence to the agreed service levels and identifies opportunities for improvement.   You could have the Service Design Stage Owner be accountable for Service Level Management pre-production, then transfer the accountability to the CSI owner once the service is live.

Q: You said one Accountable - but I saw 4 (A)s on one page - can you explain?

A. You will see multiple (A)s on a RACI chart. However, there is only one Accountable per row. Each row represents a specific activity.

The ITIL Processes by Lifecycle Stage

Service Strategy
1. Service Strategy Planning
2. Service Portfolio Management
3. Financial Management
4. Demand Management

Service Design
5. Service Level Management
6. Availability Management
7. Capacity Management
8. IT Service Continuity Management
9. Information Security Management
10. Service Catalog Management
11. Supplier Management

Service Transition
12. Change Management
13. Service Validation and Testing
14. Service Asset and Configuration Management
15. Release and Deployment Management
16. Knowledge Management
17. Transition Planning and Support
18. Evaluation

Service Operation
19. Incident Management
20. Problem Management
21. Event Management
22. Access Management
23. Request Fulfillment Management

Continual Service Improvement
24. Seven Step Improvement Process
25. Service Measurement
26. Service Reporting