

Rock n' Roles, Responsibilities and Resources

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 - ✓ ITIL Foundation and Managers Bridge
 - ✓ ITIL Lifecycle, Capability and MALC
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Welcome!

Agenda



To Do:

- Understanding roles
- Using a RACI model to map roles and responsibilities
- Placing ITSM roles
- Conclusion



Thanks for joining us today.
Please use the chat feature to send in your questions.

What is a Role?



- A set of connected behaviors or actions performed by a person, team or group in a specific context
- One person or team may have multiple roles
- A process defines the scope and responsibilities of a role
- May or may not be titled

A function is a specialized organizational unit that is responsible for specific outcomes. Functions have their own work methods, knowledge and roles, responsibilities and authorities.

RACI(ng) Roles and Responsibilities



RACI Models

Map roles and responsibilities to processes and activities.

	Service Design Manager	Service Level Manager	Problem Manager	Security Manager	Procurement Manager
Activity 1	A,R	C	I	I	C
Activity 2	A	R	C	C	C
Activity 3	I	A, I	R, C, I	I	C
Activity 4	I	A	R	I	R, C, I
Activity 5	I	I	A	C	I

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- **Responsible**
 - ✓ Execution
- **Accountable**
 - ✓ Results
- **Consulted**
 - ✓ Expertise and perspective
- **Informed**
 - ✓ Communication

Accountable Roles

- Process Owners
- Service Owners
- Line Management
- IT Steering Group
- Change Advisory Board

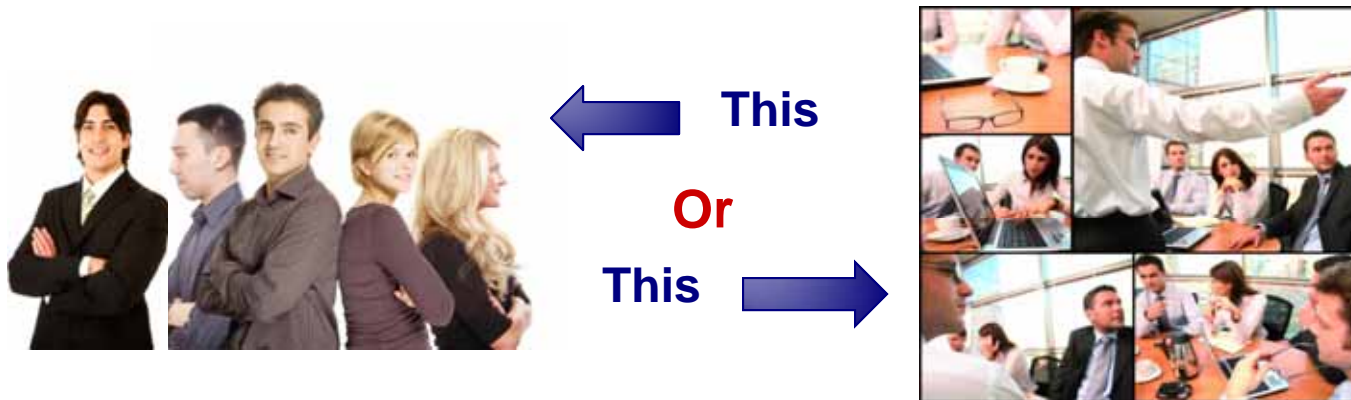


These must-have roles are accountable for quality, results, conformance and continual improvement. They may or may not be operational. There is only one accountable role for each activity.

Grouping Accountable Roles

ITIL Defines 26 processes.
Too many processes, not enough resources?

Try assigning 5 “stage” owners that are accountable for all processes in that stage. Grouping accountable roles also helps with communication, delegation, process alignment and takes a true lifecycle approach.



You can also group services to reduce the number of service owners.

Other RACI Role Types



- Responsible Roles
 - ✓ Are persons or groups that execute one or more activities (actually do the work)
- Consulted Roles
 - ✓ Provide specific expertise or perspective
- Informed Roles
 - ✓ Receive communication about the activity

Based on the circumstances, individuals or groups will likely play multiple “roles” for the same activity – sometimes simultaneously.

Building a RACI Model



The RACI steps

- Define your process, high-level activities, stakeholders and contributors
- Do a skills, experience and training assessment
- For each high level process activity
 - ✓ Assign the single accountable role first (A)
 - ✓ Define those who would execute the activity (R)
 - ✓ Determine whose expertise you would need (C)
 - ✓ Define a communication plan (I)
 - ✓ Analyze your results

RACI models should not be built in isolation. It's a great team-building exercise and an opportunity to get buy-in and look at organizational options.

A Sample RACI for Problem Management

	SD	Lev2	Tech Mgmt	App Sup	Ops	App Dev	Suppliers	Users
Detection and logging	ARI	RCI	RCI	RCI	RCI	RCI	RCI	I
Categorization and prioritization	AR	RCI	CI	CI	CI	CI	CI	C
Investigation and diagnosis	R	ARCI	RCI	RCI	RCI	RCI	RCI	CI
Workarounds and raise a known error	RI	ARCI	RCI	RCI	RCI	RCI	RCI	I
Resolution and closure	AR	RCI	RCI	RCI	RCI	RCI	RCI	CI

Where does the Process/Stage Owner fit into this model? He/she is accountable for the results of the end-to-end process.

Analyzing RACI Models

Functional Role Analysis

- Too many As for one role
 - ✓ Are duties segregated?
 - ✓ Should someone else be accountable?
 - ✓ Is this causing a bottleneck?
- Too many Rs for one role
 - ✓ Is this too much for one function or person to handle?
- No empty spaces for a role
 - ✓ Does this role need to be involved in so many tasks?

Activity Analysis

- More than one A
 - ✓ There is only one accountable role
- More than one R
 - ✓ If roles are unclear, no one will take full responsibility
- No Rs
 - ✓ Must have at least one
- Too many Cs
 - ✓ Are you involving too many roles?
- No Cs
 - ✓ Are you doing this in isolation?

Where Should You Position ITSM Roles?



- It depends (don't you hate that answer!)
- Consider corporate culture and footprint
- Try to avoid politics
- Use the RACI to identify accountabilities and associated organizational position
- Do a skills, process experience and training assessment
- Try delegating local authorities
(Change Manager in every major area?)

Some organizations are creating a Service Management Office (SMO).

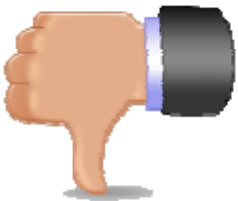
Should *You* Establish a Service Management Office (SMO)?

■ Yes, if



- ✓ You are a large organization, have a wide footprint and/or high volumes of change
- ✓ You are having difficulty assigning ownership
- ✓ The owners need an organizational structure
- ✓ The SMO will have sufficient authority and resources

■ No, if



- ✓ The SMO will add another silo or layer of bureaucracy
- ✓ You are succeeding with ownership roles that are spread across the organization
- ✓ You do not have sufficient support and resources

Additional Resources



- Skills Foundation for the Information Age -SFIA (www.sfia.org.uk)
- MOF Team SMF (www.microsoft.com/mof)
- LCS ITSM Expert Team
- ITSM Academy
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Conclusion



- Leverage the power of the RACI model – not easy but worthwhile
- Fit roles into your organization, not your organization into the roles
- Combine roles whenever possible, particularly at the lifecycle stage
- Think about delegating some local authority, as long as there is a single process
- Invest in role-based training
- Ensure each role understands the definition of success-use SMART metrics
- Review and continually improve

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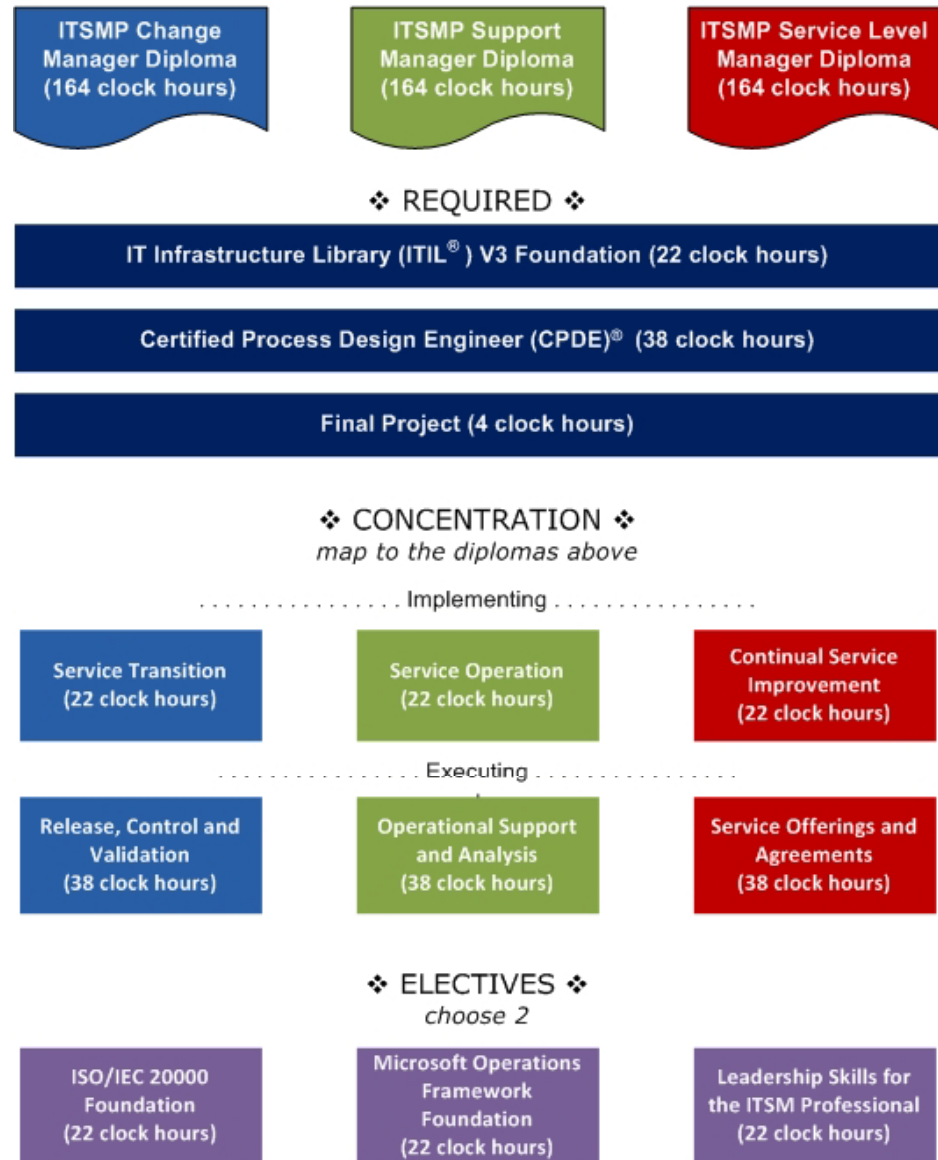
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