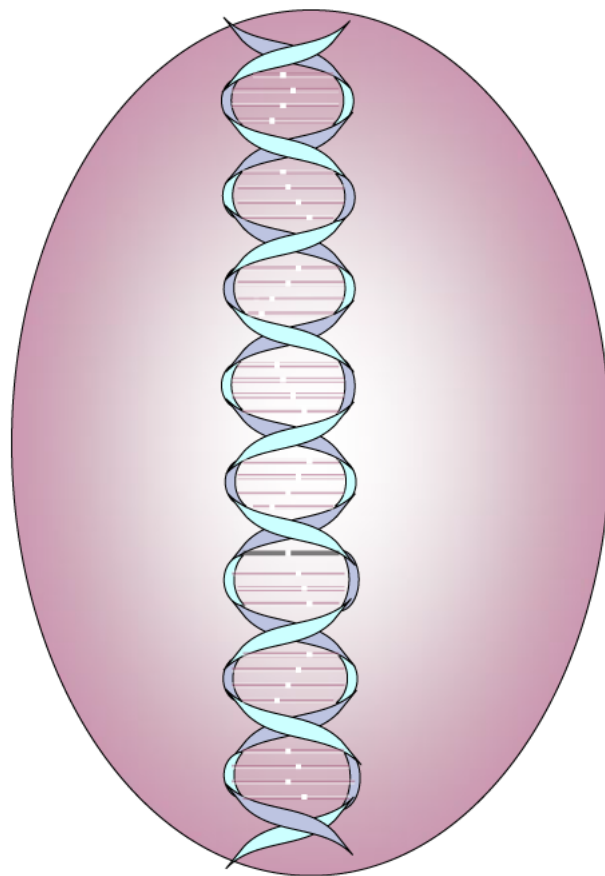


Sequencing the DNA of IT Management:

IBM Process Reference Model for IT (PRM-IT)



Copyright Notice

Copyright © 2007 IBM Corporation, including this documentation and all software. All rights reserved. May only be used pursuant to a Tivoli Systems Software License Agreement, an IBM Software License Agreement, or Addendum for Tivoli Products to IBM Customer or License Agreement. No part of this publication may be reproduced, transmitted, transcribed, stored in a retrieval system, or translated into any computer language, in any form or by any means, electronic, mechanical, magnetic, optical, chemical, manual, or otherwise, without prior written permission of IBM Corporation. IBM Corporation grants you limited permission to make hardcopy or other reproductions of any machine-readable documentation for your own use, provided that each such reproduction shall carry the IBM Corporation copyright notice. No other rights under copyright are granted without prior written permission of IBM Corporation. The document is not intended for production and is furnished "as is" without warranty of any kind. All warranties on this document are hereby disclaimed, including the warranties of merchantability and fitness for a particular purpose.

Note to U.S. Government Users—Documentation related to restricted rights—Use, duplication or disclosure is subject to restrictions set forth in GSA ADP Schedule Contract with IBM Corporation.

Trademarks

IBM, the IBM logo, the On Demand Business logo, Tivoli, the Tivoli logo, and WebSphere are trademarks or registered trademarks of International Business Machines Corporation in the United States, other countries or both.

The following are trademarks of IBM Corporation or Tivoli Systems Inc.: IBM, Tivoli, AIX, Cross-Site, NetView, OS/2, Planet Tivoli, RS/6000, Tivoli Certified, Tivoli Enterprise, Tivoli Ready, TME. In Denmark, Tivoli is a trademark licensed from Københavns Sommer - Tivoli A/S.

ITIL® is a registered trade mark and a registered community trade mark of the Office of Government Commerce, and is registered in the US Patent and Trademark Office.

© Crown copyright material is reproduced with the permission of the Controller of HMSO and Queen's Printer for Scotland.

© Copyright itSMF® 2001, 2007. Copyright material is referenced by permission.

Capability Maturity Model® and CMM® are registered in the U.S. Patent and Trademark Office by Carnegie Mellon University, CMM IntegrationSM is a service mark of Carnegie Mellon University, and CMMI® is registered in the U.S. Patent and Trademark Office by Carnegie Mellon University.

Control Objectives for Information and related Technology® (COBIT) and Information Systems Audit and Control Association® are trademarks of the Information Systems Audit and Control Association (ISACA) and the IT Governance Institute.

Other company, product, and service names may be trademarks or service marks of others.

Notices

References in this publication to Tivoli Systems or IBM products, programs, or services do not imply that they will be available in all countries in which Tivoli Systems or IBM operates. Any reference to these products, programs, or services is not intended to imply that only Tivoli Systems or IBM products, programs, or services can be used. Subject to valid intellectual property or other legally protectable right of Tivoli Systems or IBM, any functionally equivalent product, program, or service can be used instead of the referenced product, program, or service. The evaluation and verification of operation in conjunction with other products, except those expressly designated by Tivoli Systems or IBM, are the responsibility of the user. Tivoli Systems or IBM may have patents or pending patent applications covering subject matter in this document. The furnishing of this document does not give you any license to these patents. You can send license inquiries, in writing, to the IBM Director of Licensing, IBM Corporation, North Castle Drive, Armonk, New York 10504-1785, U.S.A.

Preface
About this book. i-ii

Glossary

Preface

The IBM Process Reference Model for Information Technology (PRM-IT) is a generic representation of the processes involved across the complete IT Management domain. As such, it contains a foundational examination of the IT Process topic. It is for this reason the graphical image of the DNA double helix over the basic building block of a cell is used.

About this book

Beyond the Introduction, this book has two main parts. The first part has four sections and includes:

- A brief discussion about some of the strategic drivers that impact the management of IT, and a review of the key influences on the design and implementation of IT processes.
- A summary of the principles and criteria used in the creation of PRM-IT, including those which result in alignment with ITIL¹.
- A first look at the model as a whole, including an outline of the model's content (within a wider business), the process categories, and list of processes.
- A brief discussion of what this book can provide to the reader, and how to use it.

In the second part of the book, each process category and its activities are introduced. Given for each category, are the description, mission, goals, and scope, together with a list of the next level of process analysis.

Intended audience

An understanding of the full range of the processes relevant to IT in any business is of value to those within the IT function responsible for the specification, creation, and delivery of IT services—whether at the CIO and IT executive level, considering the direction and overall management of IT, or working within any of its competencies, needing to interface with other parts of the IT value chain or value net.

Equally, the stakeholders in the business of this IT capability will benefit from greater insight into how IT serves them. This insight will enable them to better influence IT decisions and activities, to their ultimate benefit.

Next steps

At levels of exposition, ranging from this textual introduction of IT processes through the full detail in the underlying, rigorously engineered IDEFØ model, PRM-IT is a powerful management tool for purposes such as investigating and identifying areas for improvement. PRM-IT also provides a proven starting-point for the design and implementation of new and upgraded IT management capabilities.

1. ITIL and the IT Infrastructure Library are registered trade marks of the Office of Government Commerce in the United Kingdom.

Glossary

Accepted Conditions of Satisfaction

(From: A414, To: A415)

Established earlier Conditions of Satisfaction formally accepted and signed off by the key stakeholders (especially the customer).

Accepted Release

(From: A524, To: A525 A526 A527)

A release which has been accepted as suitable for rollout.

Accepted Solution

(From: A4 A45 A455, To: A5 A51 A516 A52 A523)

This is the Solution which has been approved by the stakeholder community, and is now ready to be deployed.

Access Control Lists

(From: A724, To: A725)

Sets of data associated with a file, directory or other network resource that define the permissions that users, groups, processes or devices have for accessing it.

Advanced Practices

(From: A85 A854, To: A86 A863)

The knowledge and behaviors of leading practitioners that sets a benchmark for others to reach and emulate. The practices will contain subject-matter content, but will also cover techniques for content application and for mentoring.

Allocated Asset Items

(From: A822, To: A433 A434 A435 A436 A516 A523 A527)

The assignment and delivery (if appropriate) of identified IT assets to fulfil asset requisitions.

Appraised and Structured Knowledge

(From: A864, To: A865)

Knowledge that has been assessed according to predefined evaluation and quality criteria (e.g. checking for relevance, testing, scrutinizing, etc.)

Knowledge that has been structured so that it can be published in any knowledge management repository or otherwise made available to satisfy knowledge requests.

Architecture baselines and roadmaps

(From: A3 A33 A334, To: A1 A11 A114 A12 A121 A122 A123 A124 A125 A2 A23 A231 A31 A313 A314 A332 A333 A335 A336 A35 A351 A4 A41 A411 A412 A413 A42 A43 A431 A44 A441 A443 A45 A451 A5 A51 A512 A513 A52 A522 A523 A524 A53 A531 A532 A6 A61 A611 A62 A621 A63 A631 A66 A661 A662 A663 A664 A7 A72 A722 A73 A732 A734 A736 A74 A742 A743 A745 A75 A752 A76 A763 A764 A8 A82 A821 A85 A852 A854 A86 A862)

Provides an agreed, published statement of the required architecture at a moment in time. Includes statements to

assist in selection and evaluation of appropriate implementations of specified architecture building blocks.

Architecture Compliance Decision

(From: A336)

A statement or report recording the architectural compliance (including permitted exceptions) of a solution design.

Architecture Exception

(From: A336, To: A332)

An allowed deviation within a solution design from the architecture, providing input to the collection of architecture processes which ensure vitality.

Architecture Management Activity Data

(From: A332 A333 A334 A335 A336, To: A337)

Metrics on the performance of the architecture management processes, such as the frequency or magnitude of allowed exceptions, enabling the effectiveness of architecture to be determined.

Architecture Management Evaluation

(From: A337, To: A331)

Assessment of the effectiveness and efficiency of the architecture and the process with which it is maintained and used. Includes identification of areas for process improvement.

Architecture Management Framework

(From: A331, To: A332 A333 A334 A335 A336 A337)

The organizational structure and processes deployed to ensure the architecture is effectively and efficiently maintained and used.

Architecture Need

(From: A332, To: A333)

An identified shortfall in the existing (or envisioned) IT environment, that can be addressed by some architectural instrument.

Architecture Transition Initiatives

(From: A335)

A brief proposal, recommending the implementation of one (or more) aspects of the envisioned architecture. Typically defined in outline, with broad statements on scope, benefits and business case, costs, dependencies, and project timeline.

Assessed Compliance Requirements

(From: A713, To: A714 A716)

Sets of categorized, quantified, and prioritized compliance items that the IT endeavor must address.

Assessed RFC

(From: A513, To: A514 A518)

The RFC together with the collection of assessment recommendations.

Assessed User Contact

(From: A642, To: A643 A644 A645)

Classified user contact (includes basic information, categorization, prioritization) plus acceptance that should be progressed by this process. Ready to be fulfilled or routed.

Asset Availability Information

(From: A822, To: A513 A522 A525)

Details of the ability of the subject IT asset or assets to be made available for deployment or development use. The details will include:

- Quantities
- Specifications
- Dates
- Locations

Asset Availability Inquiry

(From: A513 A522 A525, To: A822)

A planning inquiry to establish the outlook for the availability of specified IT assets for productive use.

Asset Contracts and Financial Data

(From: A825, To: A822 A823 A824 A827)

Business records about an asset and related financial information. This includes data such as asset records, vendor information, asset costs and current value, tax data.

Asset Data Update Package

(From: A516 A527 A652, To: A823)

All status and details changes to an asset after the initial creation. Also includes lease, license, and maintenance changes and, at end of life, disposal notification. An additional example is a change in standard currency exchange rates from the IT Financial Management process.

Asset Deployment Inquiries and Requisitions

(From: A5 A51 A52, To: A8 A82)

Requests for information about assets needed as part of deploying solutions, requisitions for allocation of assets and notifications to trigger the delivery or distribution of these resources.

Asset Deployment Items and Data

(From: A8 A82, To: A4 A43 A5 A51 A52)

Information about specific asset availability and requisition status, and also the actual asset items being offered up for deployment.

Asset Distribution Instruction

(From: A516 A523 A527, To: A822)

The formal trigger for IT assets, probably already reserved for this purpose, to be distributed. The instruction would include details such as:

- Date
- Location
- Quantity
- Specification
- Personnel involved and contact details

Asset Information

(From: A8 A82 A823, To: A5 A53 A533 A7 A71 A713 A72 A722 A81 A813 A814)

Could be reports, covering multiple asset items, or just the specific information on an individual asset

Asset Information or Report Request

(To: A823 824 827)

A request to obtain information about a deployed asset. This request specifies whether the information should be in a formal report or simply provided asset data. It covers a range of request types, such as:

- Need for information on an individual asset
- A scheduled report
- A request for an asset analysis report

Asset Licenses

(To: A824 A825)

A documented permission to use an asset or set of assets. The license may contain specific terms and conditions, including details such as the number of users, any rights to copy and distribute, and the license period.

Asset Management Activity Data

(From: A822 A823 A824 825 826 827, To: A828)

Data resulting from all work carried out by each process activity, used to support the evaluation of the overall Asset Management process.

Asset Management Evaluation

(From: A828, To: A821)

Assessment results for the Asset Management process and its activities, including process performance metrics and the identification of potential process improvement items.

Asset Management Framework

(From: A821, To: A531 A751 A822 A823 A824 A825 826 827 828)

The policies, procedures, organizational roles and responsibilities and other information under which the Asset Management process will operate to meet its mission and goals.

Asset Operational Data

(From: A822, To: A823)

Relevant individual data values describing the specifics of the current state of an asset. Examples include:

- Location
- Owner
- Maintenance contract end date
- Original purchase price

Asset Reconciliation Data

(From: A824, To: A535)

Data collected during auditing and inspection of assets. Typically includes location, condition and verification results.

Asset Records

(From: A823, To: A822 A824 A825 A826 A827)

The complete set of records in asset information repositories.

Asset Replenishment Request

(From: A82 A822, To: A83 A834)

A trigger to indicate that additional quantities of an asset are required in order to meet existing or anticipated requisitions.

Asset Requisition

(From: A514 A522 A525, To: A822)

The placement of an 'order' for one or more specified assets (or asset types) to be 'delivered' or otherwise made available for productive use.

Asset Requisition Status

(From: A822, To: A514 A522 A525)

The acknowledgement, including status information such as expected dates, that a requisition for one or more assets has been received and processed.

Asset Retirement and Disposal Data

(From: A826, To: A822 A823 A825)

Data that describes the disposition and status of assets slated for retirement and disposal.

Asset Retirement and Disposal Instructions

(From: A822 A824 A825, To: A826)

Directives concerning assets slated for retirement and disposal.

Authorized RFC

(From: A51 A514, To: A515 A516 A518 A52 A522 A53 A533)

An RFC which has successfully completed assessment and thereby been authorized for implementation. The authorization includes details of schedule options and any implementation conditions, such as the decision to include the RFC within the scope of a planned Release.

Availability and Recovery Design Criteria

(From: A733, To: A734)

General solution design principles that enhance service availability and recovery. This information is used to create or update solutions so that they are more resilient.

Availability Management Activity Data

(From: A732 A733 A734 A735 A736 A737, To: A738)

Results and metrics that describe the results of performing the Availability Management process.

Availability Management Evaluation

(From: A738, To: A731)

An analysis of how well the Availability Management process was performed. This can also include proposed modifications to the Availability Management Framework.

Availability Management Framework

(From: A731, To: A732 A733 A734 A735 A736 A737 A738)

The set of policies and procedures for performing the Availability Management process.

Availability Metrics Model

(From: A734, To: A735 A737)

The range of availability metrics and areas of reporting that are used to describe service availability. Also referred to as the IT Availability Metrics Model in the ITIL documentation.

Availability Plan

(From: A73 A737, To: A75 A752)

A forward-looking Plan aimed at improving the overall Availability of the IT Infrastructure within cost constraints.

Availability Reports

(From: A73 A735, To: A736 A737)

Statistics expressed on how well the IT Infrastructure has met the needs of the business in availability terms. Might be included in Service achievement reports.

Availability Requirements

(From: A732, To: A733 A734)

An examination of the requirements for availability as expressed by the various stakeholders. As there might be some contention between these, this process must establish the definitive set of availability requirements which will influence solution and service development and operation.

Availability Targets

(From: A734, To: A735 A737)

Objectives for service availability, typically focusing on service unavailability and business impact.

Backed Up Data and Manifest

(From: A625, To: A765 A766)

The data which is the result of taking a backup, in whatever format (for example, compressed, incremental) which has been selected as the basis for any subsequent restore action, plus the indexes and inventories (the manifest) of the content with regard to specific file placement on backup media.

Backup Request

(To: A625)

Requests from any user or other process that a backup be taken.

Billing Options

(From: A843, To: A844)

Describes different Service Price Models and how to choose between them.

Budget Variance

(From: A813, To: A812)

Budget Variance defines the delta between the planned budget and planned results and the actual spent effort and achieved results.

Build Management Framework

(From: A431, To: A432 A433 A434 A435 A436 A437 A438)

Common, organization wide Solution Build set of standards, procedures and templates, including Configuration Management policies and procedures.

Built Release

(From: A523, To: A524)

The release ready for testing.

Business Accounting Framework

(To: A81 A811)

Details of the business-wide financial framework, including the required interfaces with the IT Financial Framework.

Business Aligned IT Goals

(From: A313, To: A314 A315)

Statement of IT goals and objectives. Includes coverage of guiding principles, policies, strategic assumptions, and technology principles.

Business and IT models

(From: A3 A33 A334, To: A32 A322 A323 A34 A342 A344 A4 A41 A412 A413 A42 A422 A7 A71 A712 A714 A8 A83 A831 A832)

Representations of relevant aspects of the business' activities, in model formats, and with or without the inclusion of related IT factors.

Business and IT Models Update Package

(From: A412, To: A334)

Additional information about business and IT models obtained as a by-product of detailed investigation under the Solutions Requirements process.

Business Compliance Plan

(To: A711 A712 A714)

The compliance requirements determined by the business, derived by examination across the span of its activities, and details of the specifications and implementations of corresponding compliance plans.

Business Continuity Policies

(To: A76 A761 A762)

Rules and guidelines used to assist in the determination of critical business services, and in the determination of potential risks, threats, and vulnerabilities.

Business Evaluation Feedback

(To: A14 A142 A143)

Any feedback, formal or informal, from non-IT parts of the overall business which is relevant to evaluating the performance of the IT management system.

Business Facilities Plan

(To: A752)

The plan, established by the Business, describing the quantity, locations, and other Facility items that enable it to operate.

Business Funding

(From: outside the model, To: A8 A81 A812)

Defines the overall planned budget effort (people, money) for all planned services and activities in IT.

Business Goals

(To: A112)

Goals of the Business.

Business Governance

(From: outside the model)

Includes Business Drivers.

Business Governance Capabilities

(To: A111)

The charters, structures, roles and responsibilities, decision making mechanisms and measurement

capabilities, which are used for governance across the overall business within IT.

Business Impact Assessment

(To: A732)

An appraisal of the impact of service unavailability on the business.

Business input

(From: outside the model, To: A1 A2 A3 A33 A332 A7 A71 A8)

Descriptions of how the business plans to achieve its business strategy. Can be formally documented as a Business Architecture.

Business Management Policies

(To: A113)

Policies of the Business that have a bearing on the IT function.

Business Management Practices

(To: A112 A113 A114)

Practices dictated by the Business that have a bearing of the policies framed for the IT function.

Business Management System

(To: A1 A11 A14 A143 A144)

The management system in place to govern the workings of the overall business.

Business Metrics

(To: A22 A226 A357)

Metrics (measurements, key performance indicators) on business performance.

Business Project Management Framework

(To: A36 A361)

The implementation within the parent business of a project management framework. This will usually provide most, if not all, of the framework for managing IT projects.

Business Risk Posture

(To: A34 A343 A344)

The capability of the business to tolerate varying levels of risk.

Business Security Policies and Plans

(To: A72 A721 A722 A723 A75 A751)

This is the overall set of security directives from the business, establishing the context for protection of business assets and information.

Business Service Continuity Requirements

(From: A762, To: A763)

The results of a Business Impact Analysis, with identified risks, threats, and vulnerabilities.

Business Strategic Wants and Needs

(From: A312, To: A313)

Statement of strategic ambition, objectives, priorities and intent of the business.

Business Strategy

(To: A1 A11 A111 A112 A3 A31 A312 A32 A321 A323 A33 A332 A334 A34 A341 A35 A351 A356 A4 A41 A412 A7 A71 A711 A8 A81 A811 A83 A831 A85 A86 A861)

The business strategy stated in terms of strategic intent, roadmap, drivers, objectives and policies.

Business Workforce Policies and Practices

(To: A851)

The workforce management policies and practices of the parent business.

Capacity Baselines and Profiles

(From: A743, To: A744 A745 A746)

Collective representations of current (and projected) capacity for selected groups of assets and resources, as well as patterns of consumption by various consumers.

Capacity Management Activity Data

(From: A742 A743 A744 A745 A746, To: A747)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

Capacity Management Evaluation

(From: A747, To: A741)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Capacity Management Framework

(From: A741, To: A742 A743 A744 A745 A746 A747)

The conceptional structure describing the strategic (vision, mission, value proposition), organizational (organizational mechanisms, roles, accountabilities), process (activities, work flows, inputs, outputs), and technology (software, hardware) practices for managing capacity.

Capacity Models and Results

(From: A742, To: A743 A744)

Qualitative and quantitative algorithms and projections used to track and predict IT resource capacity and usage patterns.

Capacity Plan

(From: A74 A746, To: A742 A743 A744 A745 A75 A752)

The approach that will be taken to satisfy resource requirements. The plan is configurable, meets performance expectations and has the required commitment to implement. It includes:

- SLA recommendations
- Threshold and alarm definitions

Capacity Reports

(From: A74 A743, To: A744 A745)

Summaries of the observed effectiveness of capacity policies and practices, current and historical utilization, as well as any issues discovered during analysis of existing and planned capacity, or related to solutions under development.

Capacity Requirements

(From: A742, To: A745 A746)

Detailed forecasts of the IT resource capacity needed to satisfy projected workloads and service level commitments while maintaining acceptable utilization and load factors.

For example, they can include: CPU processing power, storage space, and network bandwidth.

Change Assessment Information

(To: A513)

Any information about the potential impact or risks relating to a change, including input from the business and from any other relevant process within IT.

Change Implementation Notification

(From: A51 A515, To: A516 A518 A52 A522 A525 A625)

Information that the outcome (result) of a change implementation has resulted in a modification to the live configuration. This can reflect incremental progress towards completion of a multi-stage implementation.

Change Information

(From: A5 A51 A518, To: A6 A61 A611 A62 A622 A63 A631 A64 A643 A644 A65 A654 A655 A66 A662 A663 A7 A72 A721 A724 A73 A731 A735 A736 A74 A741 A743 A75 A751 A76 A761 A764)

Covers the full scope of information about one or many changes, from individual detail within a particular change through ad hoc or pre-determined reporting of a set of changes.

Change Management Activity Data

(From: A512 A513 A514 A515 A516 A517 A518, To: A519)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

Change Management Evaluation

(From: A519, To: A511)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Change Management Framework

(From: A511, To: A512 A513 A514 A515 A516 A517 A518 A519 A521 A631)

The policies, procedures, organizational roles and responsibilities and other information under which the Change Management process will operate to meet its mission and goals.

CI Data Update Package

(From: Outside-the-Model A4 A42 A424 A43 A433 A434 A435 A436 A437 A44 A444 A51 A516 A52 A523 A524 A527 A6 A62 A624 A65 A652, To: A5 A53 A533)

The details of modifications to any existing CIs that must be validated and captured in the CI master data. The modifications can include:

- Attributes
- Relationships

CI Information

(From: A533, To: A532 A534 A535)

The definitive configuration information about each and every managed configuration item. The collection of this information is represented by the concept of a CMDB.

Classified Incident

(From: A653, To: A654)

An incident that has been assigned a classification. The classification helps narrow the realm of possibilities for resolving the incident. For instance, the classification can be based on platform, type of problem, component, or other information.

Closed Errors

(From: A663, To: A662)

Any errors that have been closed because they have been resolved or do not need further processing. Information that might be necessary for problem analysis and resolution.

Closed Event

(From: A636)

The event audit trail and lifecycle with the addition of any information from the event closure activity.

Closed Facility Incident

(From: A754)

Information about the facility incident lifecycle and outcome, including:

- Notification to the requestor that the request was addressed.
- Feedback to any relevant IT processes, such as supplier relationship management, workforce management, financial management.

Closed RFC

(From: A51 A517, To: A518 A53 A532 A533)

The RFC having completed all parts of the change lifecycle, and reached 'closed' status.

Collated IT Management System Outcomes

(From: A141, To: A142 A143)

Collection of all the Management System Assessments into an easy to use format for further analysis.

Completed Work Request

(From: A61 A614)

The results, in terms of data and any confirmation responses, returned to the work requestor upon completion of the triggering request for work to be performed by the IT operational service. This output represents the fundamental item for which the customer is paying; that is, the processing of transactions whether real time or batched.

Can include negative outcomes, such as unsuccessful processing, resource authorization failure, and resource insufficiency.

Compliance Audit Invocation

(From: A716)

A directive to all processes that are required to operate under the risk and compliance controls for evidence which will be examined to identify whether and how well those controls are being operated.

Compliance Audit Reports

(From: A716, To: A143 A713)

Documents communicating the results of individual process compliance and mitigation audits.

Compliance Certification

(From: A716)

Acknowledgement of adherence to regulatory requirements.

Compliance Management Activity Data

(From: A712 A713 A714 A715 A716, To: A717)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

Compliance Management Evaluation

(From: A717, To: A711)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Compliance Management Framework

(From: A711, To: A712 A713 A714 A715 A716 A717)

A risk management model that allows identification, assessment, definition, and implementation of risk mitigation plans and compliance controls.

Compliance Operational Capabilities

(From: A715, To: A716)

The set of capabilities which implement the various controls required to adhere to specific regulatory or more informally generated requirements.

Compliance Plans and Controls

(From: A7 A71 A714, To: A1 A11 A111 A113 A114 A3 A35 A351 A36 A361 A4 A41 A413 A5 A51 A511 A52 A521 A53 A535 A6 A62 A622 A715 A716 A72 A723 A76 A763 A8 A81 A811 A82 A824 A825)

The authoritative and comprehensive statement of:

- The items for which compliance is required
- The means (policies, data specifications, procedures, techniques, tools) to achieve compliance
- The definition of required compliance metrics and reports by which conformance will be able to be demonstrated for required scrutiny

It will be the major vehicle for communications and guidance on compliance efforts.

Compliance Requirements

(From: A712, To: A713)

The necessary conditions and actions needed to adhere to external regulations or standard practices, and also to requirements established by the business through activities such as audit and oversight.

Conceptual Solution Design

(From: A422, To: A423)

High level view (architectural view) of the solution, including initial versions of component model, operational model, high-level architectural overview, and architectural decisions.

Configuration Audit Action Request

(From: A535, To: A532 A533 A534)

A request for some corrective action to be taken to reflect the outcomes of configuration audit.

Configuration Audit Report

(From: A535, To: A716 A824)

The outcomes of a configuration audit.

Configuration Audit Request

(From: A716 A824, To: A535)

A request for any aspect of the collected configuration information to be audited against the actual, real managed object.

Configuration Baseline Report

(From: A53 A532 A533, To: A423 A51 A513 A515 A52 A522 A523 A524)

A point-in-time snapshot of a portion of a CMDB which is relevant to one or more purposes from other IT management processes. This can include past, current and future-projected instances.

Configuration information

(From: A5 A53 A534, To: A3 A33 A336 A4 A42 A422 A423 A424 A51 A512 A513 A515 A516 A52 A522 A523 A525 A535 A6 A61 A613 A62 A624 A625 A63 A632 A64 A642 A65 A652 A653 A654 A66 A662 A663 A7 A72 A724 A725 A726 A73 A735 A736 A74 A742 A743 A744 A75 A752 A76 A764 A765 A766 A8 A82 A823)

The information on any individual configuration item (CI) or collection of CIs, which is made available using standard reports or to meet individual requests.

Configuration Information Request

(From: A336 A662 A663, To: A53 A534)

Any request for information about one or more configuration items. Many IT processes will make such requests.

Configuration Management Activity Data

(From: A532 A533 A534 A535, To: A536)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

Configuration Management Evaluation

(From: A536, To: A531)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Configuration Management Framework

(From: A531, To: A532 A533 A534 A535 A536 A821)

The information and artifacts which represent the purposes of the process and the means by which the process will operate to satisfy them.

Consumables Order

(From: A613)

An order for materials that are used up in the process of providing agreed-to services. Materials like paper, magnetic tape, printer toner or ribbons, etc. are included.

Consumption Data

(From: A615)

Usage statistics for consumable supplies reported with each use and intended to be the basic information that would lead the IT organization to know when consumables are nearing depletion so the material can be re-supplied without disruption to processing.

Continuity Notification

(To: A766)

An urgent, formal command to invoke the IT Service Continuity Plan.

Contract Exceptions

(From: A833, To: A832)

Exceptions or non-compliance for contracts that are recognized during "Manage Supplier Contracts" and that are needed as input for "Manage Portfolio of Suppliers" so that the supplier portfolio can be adapted if necessary.

Contract Requirements

(From: A83 A833)

Requirements for contracts, e.g. certain terms and conditions, maximum price, etc. that have to be communicated to the suppliers.

Cost Data

(From: A81 A814, To: A84 A842)

The cost data describe the cost aligned with defined criteria. Typical criteria are by service, by customer, by cost unit.

Costing and Charging Request

(From: A745, To: A843)

An inquiry about (or an estimate of) the cost or charge related to a particular IT service or cluster of services.

Current Architecture State

(From: A332, To: A335 A336)

A description of the business' overall approach to the structuring and implementation of its IT systems and solutions.

Current Business Climate

(To: A22 A222 A223)

Information about the state of the customer's business. Includes business metrics and projections directly relating to the customer as well as directional statements such as press releases, annual reports, and other articles.

Customer Charges or Invoices

(From: A81 A814, To: A813)

Customer charges or invoices describe how much a customer is being charged or billed for the usage of IT in a certain period of time.

Customer Directions and Intentions

(To: A22 A223 A23 A235)

Information from customers, whether expressly or implicitly stated within other communications, which indicates the customers' strategies, plans, wish lists, or other intentions on the subject of IT service.

Customer Input

(From: outside the model, To: A2 A8)

Interactions from any customer of IT to any IT process related to the any aspect of the lifecycle related to the establishment and performance of the IT product; that is, the services and solutions. The interactions include:

- Needs and requirements
- Contracting for IT services
- Establishing service level targets, and reviewing achievement against those targets
- Participation in testing and other acceptance activities
- Payments
- Satisfaction input

Customer Inputs to Sales Transactions

(To: A23 A236 A237)

Customer wants, needs, or general requests around a specific sales opportunity.

Customer Issue Feedback

(To: A25 A254)

The responses and other feedback from the customer providing more information into the issue they have expressed and into their perception on the success or otherwise of attempts to address open issues.

Customer Needs

(To: A21 A212)

An expression in the customer's terms of their wants, needs, and aspirations for IT service, in both functional and non-functional ways.

Customer Output

(From: A2 A8, To: outside the model)

The interactions from the collective IT endeavor to any IT customer which relate to the any aspect of the lifecycle related to the establishment and performance of the IT product; that is, the services and solutions. The interactions include:

- Validation of requirements
- Marketing and sales materials, such as proposals
- Service level agreement lifecycle
- Invoices for services rendered
- Any aspect of customer satisfaction

Customer Payment

(To: A81 A813)

Customer payment describes the incoming cash flow (real or virtual) from a customer. It is either the

information about a customer payment (from the business' accounts receivable process) or could be the actual payment.

Customer profiles

(From: A23 A238, To: A22 A222 A235 A25 A251)

The body of knowledge about each customer as a result from marketing and sales activities.

Customer Review Input

(To: A24 A245 A246)

Any feedback from the customer with regard to service levels and their attainment, including their prioritization of improvement suggestions.

Customer Satisfaction Analysis

(From: A253, To: A254 A255 A256)

The results of analyzing customer satisfaction data, and including trends and implicit issues.

Customer Satisfaction Framework

(From: A251, To: A252 A253 A254 A255 A256 A257)

The conceptional structure describing the strategic (vision, mission, value proposition), organizational (organizational mechanisms, roles, accountabilities), process (activities, work flows, inputs, outputs), and technology (software, hardware) practices for managing customer satisfaction.

Customer Satisfaction Input

(To: A25 A252)

Feedback (solicited or unsolicited) from customers regarding IT performance. This is used to measure and manage customer satisfaction issues and trends.

Customer Satisfaction Issue

(From: A24 A245 A64 A643 A644, To: A25 A254)

Any determination of a customer satisfaction issue. Can be either direct form a customer, or prompted by any IT staff member in carrying out other processes.

Customer Satisfaction Issue Communications

(From: A25 A254, To: A256 A643 A644)

Information provided to customers about any aspect of a satisfaction issue, covering analysis of causes, committed plans to address, and progress to issue resolution.

Customer Satisfaction Issue Resolution Directives

(From: A254, To: A256)

Instructions or requests to any IT process for the resolution of a customer satisfaction issue, under the coordination of an overall issue resolution plan.

Customer Satisfaction Issue Resolution Response

(To: A254)

Responses from any IT process to directives for the resolution of a customer satisfaction issue. Examples of responses would be action plans, and action outcomes.

Customer Satisfaction Management Activity Data

(From: A252 A253 A254 A255 A256, To: A257)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked,

rework, customer feedback, priorities.

Customer Satisfaction Management Evaluation

(From: A257, To: A251)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Customer Satisfaction Patterns

(From: A255, To: A256)

Identification of patterns of satisfaction which might require attention from the IT service provider before the dissatisfaction occurs.

Customer Satisfaction Results and Trends

(From: A25 A256, To: A13 A131 A14 A141 A23 A232 A24 A244)

A report summarizing current customer satisfaction results and historical data. Can be used to identify trends.

Customer Satisfaction Targets

(From: A251, To: A253 A256 A257)

The targets (goals) for customer satisfaction against which the actual customer results will be measured.

Customer Selling Information

(From: A235, To: A232 A236 A237)

General data on the customer such as contact name, address, position title, organization name, customer number, and more.

Data Lifecycle Management Plan

(From: A622, To: A623 A624 A625 A626 A627)

The specification of the lifecycle management plan for each class or type of data, allowing for the possibility that an individual collection of data could have unique lifecycle management requirements. The lifecycle plan will cover aspects such as:

- Media types to be used, for each activity level of data (such as currency)
- Archive parameters
- Backup plan
- Selection of data sensitivity classification

Data Lifecycle Request

(From: A61 A612, To: A62 A622 A624 A626)

The identification of any need for a lifecycle management action of any data item as part of productive usage of that data.

Data Management Activity Data

(From: A622 A623 A624 A625 A626 A627, To: A628)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

Data and Storage Management Evaluation

(From: A628, To: A621)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Data and Storage Management Framework

(From: A621, To: A623 A624 A625 A626 A627 A628)

Data and Storage Management Framework guides the operation of the process, and includes the following information:

- Classes of data (relevant for data management, to indicate factors such as backup scope and frequency)
- Data lifecycle models
- General storage approach
- Operational models of storage resources
- Instructions for data retention which implement Corporate policies and controls (which themselves include the impact of regulatory requirements)
- Capacity management plans that affect data and storage management
- Storage requirements based on existing SLAs
- High-level plans for improvement.

Data and Management Metric Data

(From: A62 A627, To: A622 A624)

Significant event logs, volume and other measurement data relating to how effectively and efficiently data and storage work has been performed. This data is a component of all Operations Information and is a basis for service level reporting.

Data Resource Catalog

(From: A624, To: A625 A626)

The master record of the location and disposition of every data collection under data management. Depending on the policy choices as specified within the framework, it can include usage records such as space employed and lists of users by time and date.

Deallocated Assets

(From: A516 A527, To: A822)

Assets that are no longer deployed to specific owners. These assets are free to be allocated to new owners.

Delivery Resources

(To: A613)

Technological and people resources which can be utilized in the process of delivering IT services to the organization.

Demand Management Outcomes

(From: A745, To: A746)

The results of demand management activities upon balancing resource supply with workload demand. Some demand management actions will be considered sufficiently permanent to influence the overall capacity plan.

Deployed solution

(From: A5, To: A3 A32 A4 A43 A433 A44 A443 A6 A61 A62 A624 A63 A631 A7 A76)

The new or adjusted solution in 'live' status, ready for useful work within its target environment, and reflecting the outcome of the Solution Deployment activities.

The deployed solution includes documentation, procedures, training materials, support guidance as well as the primary solution contents.

Deployed Workforce

(From: A853)

Current IT human resource allocations.

Derived Data

(From: A61 A614, To: A62 A624)

Any informational item which has been created or modified as part of the workings of any business process and which is to be managed within an IT service. Data could be specific information like order numbers, invoice numbers, receipts, inventory change data, and could be received in batches or in individual transactions. It can relate to business processes, or be relevant to the management of the IT endeavor.

Derived Event

(From: A634, To: A632)

A new event created as a result of correlation across multiple events, usually signifying some new out-of-tolerance conditions requiring action.

Disposal Notification

(From: A626, To: A624)

Notification that one or more collections of data have been disposed of and are no longer accessible.

Disposed Assets

(From: A826)

Assets that have reached the end of their useful lifecycle and have been removed from service and inventory. Disposal can involve selling, scrapping or recycling.

Disposed Data

(From: A626)

The data that has been taken out of active management. Depending on how it has been stored, it can include the associated media; for example, paper or microfiche records.

Disqualified Needs

(From: A213, To: A214)

Needs that do not have the proper business justification or are assessed as beyond technical feasibility.

DSL and DHS Information

(From: A523 A524 A527)

Information about the components of a release that is needed to support the maintenance of a Definitive Software Library and Definitive Hardware Store.

Environment Information

(From: outside the model, To: A1 A2 A3 A7 A8)

General knowledge that exists relative to the business' primary overall industry segments and the IT industry, such as:

- Business information
- Technical information
- Government information.

Escalated Event

(From: A634, To: A633)

An event, or set of events, that requires re-examination and filtering as a result of event processing or correlation. This is typically indicated by a raising of priority classification.

Event Management Activity Data

(From: A632 A633 A634 A635 A636, To: A637)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer (of this process) feedback, priorities.

Event Management Evaluation

(From: A637, To: A631)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Event Management Framework

(From: A631, To: A632 A633 A634 A635 A636 A637)

Includes the following:

- Specification of what makes an *event*
- Specification of what makes a *significant event*
- Identification of significant events that can be processed (responded to) and what those procedures are
- Practices for logging and filtering events
- Definition of the event lifecycle.

Event Ready for Closure

(From: A634 A635, To: A636)

The complete audit trail of an event and all states of processing through its lifecycle.

Event Resolution Directive

(From: A63 A635, To: A61 A612 A613 A614 A62 A624 A625)

The set of commands or instructions to resource controlling activities which have been selected so that the event causing conditions will be resolved.

Existing Test Cases

(To: A442)

Any relevant, previously-defined and exercised test case that is identified as relevant to the particular solution whose testing is being planned. These test cases are managed under the Knowledge Management process.

External Benchmarks

(To: A14 A142)

An representation of the effectiveness, efficiency or other metric of the workings of a survey or other sample group of businesses or functions within them.

External Data

(To: A623)

Data sourced and obtained from outside the current service coverage. Examples of this would include:

- Reference data, from external providers, such as postal coding schemes
- Transaction data from external partners, such as banks

External Models and Practices

(To: A11 A111 A113 A114 A12 A121 A122 A123 A124 A125 A126)

External information from the industry (from individual enterprises, from academia and from industry watchers) describing models, practices and trends in IT management system topics.

External Workforce Frameworks and Practices

(To: A851)

Relevant models, designs and operational characteristics of workforce management approaches in peer businesses which could provide a basis for this IT Service Provider's Workforce Management Framework.

Facilities Plans and Specifications

(From: A75 A752, To: A72 A722 A724 A725 A753 A754 A76 A764)

Specifications, designs and plans for the IT facility to support the provision of IT service.

Facility Incident

(To: A754)

An external event resulting in a real or suspected failure of one or many components of the facility, and the related notification and information about the incident.

- Facility incidents might be handled separately (e.g. by the business) from the IT Incident Management process.

Facility Management Activity Data

(From: A752 A753 A754, To: A755)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

Facility Management Evaluation

(From: A755, To: A751)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Facility Management Framework

(From: A751, To: A752 A753 A754 A755)

The policies, guidelines, plans, procedures and targets for the workings of the Facility Management process.

Facility Procedures and Schedules

(From: A752, To: A754)

Documentation on Facility Procedures, Facility availability, use of facility infrastructure to the IT and user community. This information is available to Knowledge Management, for it to determine which parts (if any) are needed to be available to the IT processes.

Facility Request

(From: A752, To: A753)

A request for Facility changes that conform to the framework or the plans for the facility.

Facility Request Exceptions

(From: A753, To: A752)

This is an ad hoc request that does not conform to the current plans, but is within the overall remit of the facility framework. It can potentially be addressed by some additional facility planning.

Facility Request Fulfillment Plan

(From: A753, To: A754)

The plan (instructions, specifications) for the fulfillment of the facility request using normal facility operation or maintenance.

Facility Request Response

(From: A753)

The fulfillment of the Facility Request and information about it, including:

- Description of the request
- Notification to the requestor as to how the request was addressed
- Updates to CI information and asset information

Feasibility Guidance

(To: A213)

Could be either or both of:

- A mechanism to evaluate and qualify customer needs
- A feasibility report on a specific set of expressed potential requirements

Feasibility Request

(From: A213)

A request which expresses the desire to qualify a customer need using a structured needs evaluation framework. This request could be handled by many processes, including IT Portfolio Management, IT Research and Innovation, Solution Requirements, Solution Analysis and Design.

Financial Management Activity Data

(From: A812 A813 A814, To: A815)

Any data about the correct accomplishment and of process activities that support the evaluation of the overall Financial Management process (includes data gathered for legal reasons or for fraud detection).

Financial Management Evaluation

(From: A815, To: A811)

Is a report that describes the performance against process quality measures and legal requirements and fraud detection.

Financial Management Framework

(From: A811, To: A812 A813 A814 A815 A841)

The overall strategy and definition needed as a base for

Forward Schedule of Change

(From: A5 A51 A514 A515, To: A513 A515 A517 A52 A522 A525 A53 A533 A535 A6 A62 A622 A66 A664 A7 A74 A744 A745 A746 A75 A752 A753)

The primary statement of all changes approved for implementation. Includes the Projected Service Availability document, authorized but not scheduled changes, as well as scheduled changes.

Future Architectures

(From: A333, To: A334 A335 A336)

A structured description of the business' preferred approaches to the design and implementation of its IT systems and solutions. Generally published as a specification of architecture building blocks, together with recommended standard constructions of those building blocks.

Human Resource Adjustment

(To: A853)

The flow of acquired, realigned, and released human resources which represents the workforce available for deployment.

Identified CIs

(From: A532, To: A533)

The set of CI types, with details of their

- attributes
- relationships
- and structures in which they are expected to participate.

Identified Risks

(From: A342, To: A343 A722)

Areas in the business where there is a potential for realization of unwanted, adverse consequences if an event or a given set of events occurs.

Identity Records

(From: A724, To: A725)

Records generated by actions related to identity lifecycle management (enrollment, provisioning and user self-care), identity controls (access and privacy controls, single sign-on), identity federation (sharing user authentication and attribute information between trusted Web services applications), and identity foundation services (directory and workflow).

Identity Request

(To: A724)

A form of Service Request to enroll, provision or change a given user's identity characteristics.

Implementation Progress Data

(From: A516 A52 A625, To: A51 A515)

The record of each incremental activity performed as part of the implementation of a change or release.

Implemented Change

(From: A51 A516)

The new or adjusted solution in 'live' status, ready for useful work within its target environment, and reflecting the outcome of the change management activities triggered by one or more RFCs.

Implemented Release

(From: A52 A527)

The new or adjusted solution in *live* status, ready for useful work within its target environment, and reflecting the outcome of the Release Management activities that have created this outcome.

Implemented RFC

(From: A515, To: A517 A518)

The history and record of the change implementation activity which has culminated in the completion of the change requested by the RFC. It also includes the case of a failed implementation, with any backout results.

Incident

(From: A2 A25 A253 A5 A51 A516 A52 A527 A61 A615 A62 A627 A63 A634 A636 A64 A643 A7 A72, To: A6 A65 A652)

A fault in IT service and infrastructure that has been reported. Incidents can be created using either manual or automated mechanisms. An incident reported by a user begins as a user contact and becomes an incident once it is determined that a fault is being reported.

Incident Communication to User

(From: A656)

Communications with a user about the status or progress of an incident. Could be to provide status information or to solicit additional data or request some user action as part of diagnosis.

Incident Information

(From: A6 A65 A656 A657, To: A64 A643 A644 A657 A66 A662 A664 A7 A72 A725 A73 A736 A74 A744 A75 A754)

Information about one or more incidents. Can range from full details of an individual incident through collated and summarized information about sets of incidents.

Incident Management Activity Data

(From: A652 A653 A654 A655 A656 A657, To: A658)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

Incident Management Evaluation

(From: A658, To: A651)

An analysis of how well the Incident Management process was performed. This can also include suggested areas for modifications to the Incident Management Framework.

Incident Management Framework

(From: A651, To: A652 A653 A654 A655 A656 A657 A658)

The set of policies and procedures for performing the Incident Management process, including data items such as:

- priority and severity classification schemes
- resolution targets
- tables identifying teams to be assigned, by system or service.

Incident Needing Reclassification

(From: A654 A656, To: A653)

An incident that requires to be moved to a different classification, perhaps to a different team.

Incident Records

(From: A652 A653 A654 A655, To: A656)

The set of all incidents.

Incident Resolution Plan

(From: A653 A654, To: A655)

An approach for resolving an incident. After the resolution plan has been created or obtained, it has to be applied and verified with the user.

Individual IT Process Activity Data

(To: A812 A813 A814)

All defined process based measures (usage data) aligned with services and activities from which relevant financial values can be extracted or derived.

Individual Process Evaluations

(To: A14 A141 A346 A716)

A collection of metrics which describe the effectiveness and efficiency of an individual process.

Industry Models and Standards

(To: A33 A332 A333)

From the industry segment of the business and from the IT industry itself:

- models of ways of operating, designs etc.
- formal and informal standards which must be considered in any architectural work.

Industry Risk Threats and Vulnerabilities

(To: A76 A762)

Known risks, threats and vulnerabilities which exist from other organizations in the same business sector, and environmental risk.

Information About Suppliers

(To: A832 A835)

Any information about potential suppliers that supports the selection and evaluation process for suppliers, including:

- Analyst reports and opinions
- Benchmark data
- Customer references
- Financial information
- Current relationship information
- Other publicly available information.

Information From Suppliers

(To: A83 A832 A833 A835)

Any information that the suppliers can provide about themselves that supports the selection and evaluation process for suppliers, including:

- Responses to RFIs, RFPs
- Vendor briefings
- Financial information
- Portfolio information.

Infrastructure needs

(To: A212)

Conditions where a gap in the current infrastructure exists and requires assistance to be filled.

(Includes input such as security requirements from Security Management.)

Integrated Solution

(From: A435, To: A436)

Completely assembled solution ready to be moved from the build environment and moved into test environment. Usually includes work products and features required to support solution testing and acceptance.

Integrated Work Schedule

(From: A612, To: A613 A614)

A consolidation of all individual work item schedules which plan out the sequence of work based on resources, commitments, skills and available services.

Internal and External Knowledge

(To: A86)

All available internal and external formal or informal knowledge that might be relevant for the business.

IT Budget

(From: A8 A81 A812, To: A1 A12 A121 A123 A125 A13 A131 A132 A133 A14 A142 A2 A22 A221 A23 A231 A24 A241 A242 A243 A3 A31 A314 A32 A321 A33 A331 A35 A355 A7 A75 A752 A813 A82 A821 A83 A831 A85 A852 A853 A854)

The planned IT funding broken down in relevant ways, such as activities and milestones per period, to reflect the contents of the IT plan.

IT Business Contribution and Capabilities

(From: A3, To: outside the model)

Information to the business on the products of IT (the services and solutions), on the status of the IT assets and infrastructure employed in the delivery of the IT products, and on the contribution (value) to the business which the IT product makes.

IT Business Value Potential

(From: A31 A313, To: A312)

Statement of potential technology impact on the business strategy, stated in terms of added value, time scales, potential investment costs and business change assessment.

IT Business Value Report

(From: A35 A357)

The contribution to the business from an information technology investment, usually expressed in economic terms.

IT Capability Outlines

(From: A31 A313, To: A314 A33 A332)

A specification of the desired capabilities of the IT entity, stated in a way that is independent to specific implementations of its services, processes, people, tools, organization and technology. Content is of the form 'the ability to. <perform a service such as deploy a price change>. within a. <specified service level>.'

IT Control Results

(From: A13 A133, To: A14 A141)

An indication of the direct outcomes - and any associated consequences - which result from the application of any IT management controls.

IT Customer Benefit Realization Report

(From: A22 A226, To: A223)

A report describing the benefits realized by the customer from the adoption of transformational capabilities. Different types of reports are possible, including:

- Timetable for changes in realized benefit (typically as penetration advances)
- Comparison of actual against plan
- Indication and analysis of missed or additional benefit exploitation opportunities

IT Customer Capability Adoption Events

(To: A22 A225)

Notable milestones (both successes and failures) in the customer's adoption of transformational capability.

IT Customer Capability Adoption Interventions

(From: A22 A225)

Any actions or efforts designed to promote the adoption of transformational capabilities. Examples of such interventions include:

- Communications
- Training programs
- General consultancy and assistance into better, deeper or broader usage of the capability

IT Customer Capability Adoption Plan

(From: A22 A225, To: A226)

The overall plan for enabling and promoting capability adoption. This ranges from customer-wide items such as general awareness and communications through training programs customized to local needs and possibly the provision of individual guidance and consultancy.

IT Customer Capability Enabling Requirements

(From: A225, To: A224)

Statement of requirements for additional or modified materials, training, and communication programs, and other enablers that enhance the rate and degree of adoption of transformational capabilities.

IT Customer Context

(From: A222, To: A223)

A digest summarizing and analyzing the customer's business activities and the key business drivers and imperatives which influence the direction of that business. Includes consideration of the main uses of information technology within that business and in comparison with industry competitors and leaders.

IT Customer Transformation Candidates

(From: A223, To: A224)

A list of possible transformational opportunity areas for

the customer. It will usually be categorized against key business drivers.

IT Customer Transformation Management Activity Data

(From: A222 A223 A224 A225 A226, To: A227)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

IT Customer Transformation Management Evaluation

(From: A227, To: A221)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

IT Customer Transformation Management Framework

(From: A221, To: A222 A223 A224 A225 A226 A227)

The conceptional structure describing the strategic (vision, mission, value proposition), organizational (organizational mechanisms, roles, accountabilities), process (activities, work flows, inputs, outputs), and technology (software, hardware) practices for managing customer transformation.

IT Customer Transformation Themes and Evaluation Principles

(From: A22 A223, To: A224 A225 A226 A312 A353)

A statement of the general headings under a customer's business operations that might be transformed together with a set of evaluation principles which can be used to prioritize alternative transformation candidates.

IT Financial Reports

(From: A8 A81 A812 A813 A814, To: A1 A13 A131 A14 A141 A3 A35 A355 A356 A6 A66 A662 A663 A664 A83 A832 A834 A835)

All reports on financial data of IT for different stakeholders. Covers a wide range of reports from outlining projected costs through after-the-fact financial analyses.

IT Function Information and Interests

(To: outside the model)

Any information about the workings - such as current capabilities and future directions - which the IT endeavor makes available to the industry at large.

IT Funding Allocation

(From: A355, To: A356 A812)

The allotment or apportionment decisions regarding the financial resources of the Information Technology organization, department, and functions. Includes consideration of both capital and expense funds.

IT Governance and Management Audit Request

(To: A143)

Invocation of an audit of all or part of the IT Governance and Management System by a suitably authorized person or body. Also contains the terms of reference for

IT Governance and Management Audit Results

(From: A14 A143, To: A11 A111 A12 A121 A144)

The findings, conclusions and recommendations of any audit (formal or informal, internal or external) carried out into any or all of the IT Governance and Management System.

IT Governance and Management System Evaluation

(From: A14 A144, To: A11 A113 A114 A12 A121 A122 A123 A124 A125 A126)

An assessment of the overall performance of the IT Management and Governance System against the targets set in the IT Management System Framework and in the IT Governance Model, and an identification of possible process improvement areas.

IT Governance and Management System Results

(From: A1, To: Outside-the-Model)

A stakeholder report of the IT Management System's outcomes, effectiveness and efficiency, and other key performance indicators, such as the quality results.

IT Governance Capabilities

(From: A12 A121, To: A122 A123 A124 A125 A126 A13 A131 A132 A133 A14 A141 A142 A143 A144)

The set of instruments that contribute the required governance characteristics to the overall IT Management Ecosystem. These will include:

- Governance structures and charters
- Decision rights and their assignment to roles
- Decision making processes and procedures for a specified list of decisions
- Metrics and indicators for the aspects of IT management under governance.

IT Governance Framework

(From: A11 A111, To: A112 A113 A114 A12 A121 A14 A142 A143)

The guiding principles, the statements of intent, and the objectives that together shape and set the direction for the implementation of IT governance.

IT Industry Knowledge

(From: A23 A238, To: A21 A213)

Information about the IT industry (in general) and competing IT service providers (in particular) which has created as a by-product of marketing and sales activities.

IT Management Action Items

(From: A13 A133)

The invoked actions designed to keep the operation of the overall IT management system within established tolerances, or - in exceptional circumstances - to return it to being within those tolerances. Ranges from directives and instructions through general guidance and suggestions.

IT Management and Governance System Performance Analysis

(From: A142, To: A143 A144)

Conclusions on the effectiveness (strengths, improvement areas) of the IT Management and Governance System.

IT Management Control Items

(From: A132, To: A133)

The identification and definition of appropriate actions to keep the operation of the overall IT management system within established tolerances, or - in exceptional circumstances - to return it to being within those tolerances.

IT Management Ecosystem

(From: A1, To: A2 A21 A211 A22 A221 A23 A231 A24 A241 A25 A251 A3 A31 A311 A32 A321 A33 A331 A34 A341 A342 A343 A35 A351 A36 A361 A4 A41 A411 A42 A421 A43 A431 A44 A441 A45 A451 A5 A51 A511 A52 A521 A53 A531 A6 A61 A611 A62 A621 A63 A631 A64 A641 A65 A651 A66 A661 A7 A71 A711 A712 A713 A72 A721 A73 A731 A74 A741 A75 A751 A76 A761 A8 A81 A811 A82 A821 A83 A831 A84 A841 A85 A851 A86 A861)

To paraphrase a dictionary definition: the complex of management system elements, their physical implementation, and all their interrelationships in the unit of space that is the domain of the IT function. Its fundamental purpose is to provide an environment that is supportive of the carrying out of all of the IT activities defined elsewhere in this model.

IT Management Information Capabilities

(From: A124, To: A121 A122 A123 A125 A126)

The informational aspects of the capabilities the IT function will be managed. These include the specification of the entities, attributes, and relationships of IT management information, both for the fundamental resources (such as hardware) and for the control information, like process measurements.

IT Management System Capabilities

(From: A12, To: A13 A131 A132 A133 A14 A141 A142 A143 A144)

The foundational constituents of the IT Management Ecosystem. The elements explicitly identified are:

- Process
- Organization
- Management information
- Tools and systems
- Measurement and control instruments

IT Management System Framework

(From: A11, To: A12 A122 A123 A124 A125 A126 A13 A132 A133 A14 A142 A143)

The logical structure describing the strategic (vision, mission, value proposition, guiding principles), organizational (organizational mechanisms, roles, accountabilities), process (activities, work flows, inputs, outputs), and technology (software, hardware) goals, policies and practices for managing the overall IT function.

IT Management System Goals

(From: A112, To: A111 A113 A114)

Statements of purpose towards which the management system of the IT endeavor is directed, to reflect and support the overall goals of the Business.

IT Management System Policies

(From: A113, To: A111 A114)

High-level courses of action and guiding principles for the IT function that are required in order for it to achieve its goals.

IT Management System Practices

(From: A114, To: A111)

High-level practices that have been defined in detail for the management system of the IT endeavor. Once these have been put in place (that is, made operational), they represent an implementation of the policies.

IT Management System Reports

(From: A13 A132, To: A14 A141)

The interpretations of the IT Management Systems outcomes and other key performance indicators.

IT Measurement and Control Capabilities

(From: A126)

Capabilities to provide the appropriate measurements and controls to the IT function's undertakings.

IT Measurements

(From: A13 A131, To: A132)

The measurements and key indicators produced by combining measures and results from individual sources to create an IT-wide view of IT activities. Individual processes can access relevant measurements as part of their normal operation.

IT Operational Environment Capabilities

(From: A125, To: A121 A122 A123 A124 A126)

All the necessary means and mechanisms required for the delivery of the IT function's management responsibilities.

IT Organizational Capabilities

(From: A123, To: A121 A122 A124 A125 A126)

The structure, behaviors, and enablers for the organization dimension of the IT management system. Includes:

- IT Roles and Responsibilities
- IT Organization Unit Structures and Relationships
- Motivational schemes, such as incentives
- Implementation of enablers (such as Communities of Practice).

IT Plan

(From: A3 A35 A355, To: A2 A22 A224 A225 A23 A231 A31 A314 A356 A4 A41 A411 A42 A421 A43 A431 A44 A441 A45 A451 A5 A51 A511 A52 A521 A6 A61 A611 A62 A621 A63 A631 A64 A641 A65 A651 A66 A661 A664 A7 A72 A722 A723 A724 A73 A731 A737 A74 A741 A742 A746 A75 A752 A76 A763 A764 A8 A81 A812 A85 A852 A854)

The set of approved projects and associated schedule, operating plan, service level management commitments,

and resource allocation commitments and adjustments for a defined fiscal or planning cycle.

IT Portfolio

(From: A3 A35 A355, To: A1 A12 A122 A123 A124 A125 A126 A13 A131 A132 A133 A14 A142 A2 A21 A211 A213 A22 A221 A223 A23 A231 A232 A233 A236 A24 A241 A242 A243 A25 A251 A31 A313 A314 A32 A322 A324 A33 A331 A356 A4 A42 A421 A8 A81 A811 A83 A832 A84 A841 A86 A862)

A central repository containing all the IT resources and assets, projects, and services controlled and managed by the IT organization, departments, and functions.

IT Portfolio Baseline

(From: A353, To: A354)

The initial or starting point of the IT portfolio.

IT Portfolio Categories

(From: A353, To: A354 A356 A357)

Key project and asset characteristics and parameters that are used to ensure strategic alignment with business priorities and to manage risk through diversity of investments.

IT Portfolio Management Activity Data

(From: A352 A353 A354 A355 A356 A357, To: A358)

Performance and quality data regarding activities performed in managing the IT portfolio.

IT Portfolio Management Evaluation

(From: A358, To: A351)

The effectiveness and efficiency of the process activities and practices performed in managing the IT portfolio.

IT Portfolio Management Framework

(From: A351, To: A352 A353 A354 A355 A356 A357 A358)

The logical structure describing the strategic (vision, mission, value proposition), organizational (organizational mechanisms, roles, accountabilities), process (activities, work flows, inputs, outputs), and technology (software, hardware) practices for managing the IT portfolio.

IT Portfolio Performance Report

(From: A35 A357, To: A31 A313 A316 A354 A355 A356)

A management report describing the actual results of IT portfolio management activities in terms of value realized, balance achieved, and degree of strategic alignment.

IT Portfolio Review Results

(From: A356, To: A355 A357)

The level of performance achieved to-date of the IT portfolio against target and planned adjustments necessary to close any performance shortfalls or to exploit performance opportunities.

IT Process Capabilities

(From: A122, To: A121 A123 A124 A125 A126)

The models and further elaborations of the processes within IT and of their interactions with processes operated by stakeholders. The development of the capabilities progresses through several levels of elaboration, from specification and reference to operational and finally to implemented. They include:

- Activities
- Workflows, including
 - Decision points
 - Policy impacts
 - Sequencing
 - Parallelization
- Role mapping (to activities)

IT Quality Management Framework

(From: A11, To: A12 A121 A122 A123 A124 A125 A126)

The logical structure describing the strategic (vision, mission, value proposition, guiding principles), organizational (organizational mechanisms, roles, accountabilities), process (activities, work flows, inputs, outputs), and technology (software, hardware) goals, policies and practices for quality management across the overall IT function.

IT Quality Management Goals

(From: A112, To: A113 A114)

The goals, specifically related to quality management, which will drive the implementation and operation of quality management approaches for the IT function.

IT Quality Management Policies

(From: A113, To: A114)

High-level courses of action and guiding principles for the IT function that are required in order for it to achieve its quality management goals.

IT Quality Management Practices

(From: A114)

High-level practices for quality management that have been defined in detail for the IT function so as to implement its quality policies.

IT Quality System Capabilities

(From: A12 A126, To: A13 A131 A132 A133 A14 A141 A142 A143 A144)

The foundational components for the operation of the IT quality management system. The elements explicitly identified here are:

- Process
- Organization
- Information
- Tools, mechanisms, and systems

IT Quality System Reports

(From: A14 A144, To: A11 A113 A114 A12 A122 A123 A124 A125 A126)

Reports specifically focused on the quality management system used within IT and indicating its conclusions on the effectiveness of, and any need for improvement in, the overall quality management system.

IT Research and Innovation Activity Data

(From: A322 A323 A324 A325, To: A326)

Any data about the accomplishment of process activities that support the evaluation of the overall “IT Research and Innovation” process. Any data that helps evaluating the quality and success of IT research itself, e.g. data about how much value the research results bring to the business.

IT Research and Innovation Candidates

(From: A322, To: A323)

Any topics that have been identified as potential candidates for research projects or the watch list.

IT Research and Innovation Evaluation

(From: A326, To: A321)

The result of the evaluation of the “IT Research and Innovation” process.

IT Research and Innovation Framework

(From: A321, To: A322 A323 A324 A325 A326)

The procedural, organizational and other management mechanisms through which the process will operate. Includes:

- Strategic goals for IT research and innovation
- Policies and orientation that apply to IT research and innovation
- Collection of evaluation criteria for qualifying and selecting research projects

IT Research and Innovation Project Results

(From: A324, To: A325)

The outcomes of performing research and innovation projects. They will range from the base facts (data) through findings to conclusions about the feasibility and viability of each candidate item.

IT Research and Innovation Watch List

(From: A323 A324, To: A322 A325)

List of research topics that not yet led to a research project, but are potential candidates, and their future development needs to be watched.

IT Research Capabilities

(To: A324)

Capabilities and resources that are needed to carry out a research project.

IT Research Guidance

(From: A3 A32 A325, To: A1 A11 A114 A12 A122 A123 A124 A125 A126 A2 A21 A213 A22 A223 A23 A232 A31 A313 A33 A332 A333 A8 A85 A854)

Guidance and recommendations about which trends and innovations should or should not be adopted. In other words, a summary of overall research results)

IT Research Project Charter

(From: A323, To: A324 A325)

Description for research projects containing the following for each research project:

- Rationale for research project including evaluation results for project according to the evaluation criteria
- Detailed definition of scope
- Project objectives
- Project approach

IT Research Requests

(From: A31 A313 A33 A332 A333, To: A32 A322)

Requests from within the business or from any other IT process that trigger the identification and selection of research candidates.

IT Service Continuity Capability

(From: A765, To: A766)

The combination of infrastructure and human resources (associated process and organization) which IT can invoke the IT Service Continuity Plan.

IT Service Continuity Management Activity Data

(From: A762 A763 A764 A765 A766, To: A767)

Data resulting from all work carried out by each process activity, used to support the evaluation of the overall IT Service Continuity Management process.

IT Service Continuity Management Evaluation

(From: A767, To: A761)

Assessment results for the IT Service Continuity Management process and its activities, including process performance metrics and the identification of potential process improvement items.

IT Service Continuity Management Framework

(From: A761, To: A751 A762 A763 A764 A765 A766 A767)

The conceptual structure describing the strategic (vision, mission, value proposition), organizational (organizational mechanisms, roles, accountabilities), process (activities, work flows, inputs, outputs), and technology (software, hardware) practices for managing IT service continuity.

IT Service Continuity Plan

(From: A76 A764, To: A75 A752 A765 A766)

A formal, documented plan describing procedures to be adhered to in order to facilitate the recovery and restoration of critical business services. Includes a possible need for new capabilities to meet service continuity requirements.

IT Service Continuity Policies and Strategy

(From: A763, To: A764 A765 A766)

The guiding statements which direct the IT Service Continuity preparations, maintenance of readiness and actual invocation. For example, they include rules that

must be adhered to in the event of either a test or an invocation of the IT Service Continuity Plan.

IT Service Continuity Requirements

(From: A763, To: A764)

Includes details of prioritization of Capacity, Availability, and other Service Level items that must be satisfied by the IT Service Continuity Capability.

IT Service Continuity Risk Reduction Design Criteria

(From: A763)

Identification of approaches which, if adopted in the design of the solution and in its implementation as a service, would reduce overall continuity risk.

IT Service Continuity Solution

(To: A765)

The technical solution which will provide the infrastructure for continuity testing and invocation.

IT Service Continuity Test and Audit Results

(From: A765, To: A763 A764)

Data (or reports) detailing the success or failure of a planned, or unplanned, test of the IT Service Continuity Plan.

IT Service Provider Value Profile

(From: A31 A313, To: A11 A112 A314)

A model of the offerings and services desired by the business, incorporating value provided by the IT Business. Expresses in a form that profiles the IT Business as an IT Service Provider in the style (and with the required attributes) desired by the business. An example of suitable styles is provided by the Commodity, Utility, Partner, Enabler model.

IT Sourcing Strategy

(To: A831)

Strategic guidelines about what services or business components are core (insourced or outsourced) as far as this can influence the selection of suppliers for products and services.

IT Strategy

(From: A3 A31 A315, To: Outside-the-Model A1 A11 A111 A112 A113 A114 A12 A121 A122 A123 A124 A125 A13 A131 A132 A133 A14 A142 A2 A21 A211 A22 A221 A23 A231 A24 A241 A25 A251 A316 A32 A321 A323 A33 A332 A334 A34 A341 A35 A351 A356 A36 A361 A4 A41 A411 A413 A42 A421 A43 A431 A44 A441 A45 A451 A5 A51 A511 A7 A71 A711 A713 A72 A721 A73 A731 A74 A741 A75 A751 A76 A761 A8 A81 A811 A83 A84 A841 A85 A851 A852 A86 A861 A862)

A consolidated statement of IT initiatives. Includes a summary of changes to IT capabilities and a summary of each strategic IT initiative. Also includes a statement of planned and required changes to the IT Portfolio and IT plan. The IT sourcing strategy would be included.

IT Strategy Architectural Implications

(From: A33 A333, To: A31 A313)

An assessment of the implications of architecture changes on the IT strategy. Stated in terms of potential (positive and negative) changes to the value of IT and its alignment to desired business capabilities. For example, it can detail the potential need for compromise on two conflicting aspects of the strategy, only one (or other) of which can be satisfied by the architecture.

IT Strategy Assessment

(From: A316, To: A313 A314 A315)

Assessment of the effectiveness of the IT strategy, stated in terms of completeness and coverage of IT strategy implementation (when compared to the strategic intent). Includes lessons learned about the strategy initiatives and recommendations for change.

IT Strategy Initiatives

(From: A31 A314, To: A315 A33 A333)

An outline charter for each strategic IT initiative, stated in terms of scope of change, stakeholders, benefits, time scales and costs. The scope of change is stated in terms of changes to the architecture baseline.

IT Strategy Process Activity Data

(From: A312 A313 A314 A315 A316, To: A317)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

IT Strategy Process Evaluation

(From: A317, To: A311)

Quantitative and qualitative analysis of the performance of IT strategy Processes against the evaluation framework. Incorporates recommendations for changes to the framework and changes to the metrics.

IT Strategy Process Framework

(From: A311, To: A312 A313 A314 A315 A316 A317)

A specification of the framework and metrics for measuring and managing the IT strategy processes and incorporating any mandated elements required by the overall IT management system. Incorporates governance, reporting, standards, methods and review criteria.

Knowledge Acquisition Requests

(From: A863)

An identification of a specific requirement to obtain a body of knowledge so that it is available for any IT process activity.

Knowledge Assets

(From: A86 A865, To: A225 A643 A652 A653 A654 A85 A854)

Any information from knowledge management that fulfills a knowledge request.

Knowledge Gaps

(From: A864, To: A862 A863)

Any gaps in relevant knowledge that have been identified.

Knowledge Items

(To: A863)

Any item or unit of information that feeds into knowledge management, is included in any knowledge management repository and belongs to one of the pre-defined relevant knowledge areas.

Knowledge Management Activity Data

(From: A862 A863 A864 A865, To: A866)

Any data about the accomplishment of process activities that support the evaluation of the overall “Knowledge Management” process.

Knowledge Management Evaluation

(From: A866, To: A861)

The result of the evaluation of the “Knowledge Management” process.

Knowledge Management Feedback

(To: A866)

Feedback from any user of knowledge - the processes and the content - as to the usefulness, completeness, accuracy or any other relevant aspect.

Knowledge Management Framework

(From: A861, To: A862 A863 A864 A865 A866)

The framework that contains all relevant information about the structure of the “Knowledge Management” process, e.g. the strategic goals for knowledge management, the definition of relevant knowledge and knowledge sources, etc.

Knowledge Management Infrastructure

(From: A861, To: A863 A864 A865 A866)

Includes technology and organization (communities) to support the operation on this process, and to enable all other processes to exploit this capability, such as:

- Technology specifications and implementations for knowledge management
- Organizational structures necessary for carrying out the knowledge management process (both administrative structures as well as active participants in knowledge management, like communities)

Knowledge Management Methods and Techniques

(To: A861)

Available (best practice) methods and techniques for knowledge management (processes, structures, etc.) as an input when creating the knowledge management framework.

Knowledge Plan

(From: A862, To: A863 A864 A865)

Indicates the subject areas in which knowledge is required, and the type of knowledge items in those subjects. This includes guidance on knowledge subjects which are now stabilized, and those which are becoming less important.

Knowledge Request

(To: A86 A865)

A request by a user for a knowledge asset to be available to them.

Knowledge Request Queue

(From: A865, To: A862 A864)

The entirety of knowledge requests that are as yet unsatisfied (because of time or knowledge gaps).

Knowledge Sources and Categories

(To: A862)

The meta-data aspects of the internal and external knowledge, such as:

- Potential knowledge sources
- Potential structure for knowledge.

Knowledge Submission Response

(From: A864)

Response to the evaluation of knowledge, such as approval, rejection, rework, and others.

Known Error

(From: A527 A662, To: A663)

Problem for which the source or reason is known, and for which the diagnosis and analysis phase is completed.

Labor Inventory Information

(From: A853, To: A852 A854)

Repository for human resource allocations.

Legal and Regulatory Requirements

(To: A851)

Requirements from governmental and other regulatory bodies to be applied to the employment aspects of any business. An example would be Health and Safety legislation.

Logged and Classified RFC

(From: A512, To: A513 A518)

The RFC, which has completed acceptance, logging and initial classification.

Logged Event

(From: A63 A632, To: A633 A65 A654 A66 A662 A664)

Event transaction logs, available to any other Service Management process for investigation, diagnosis and other analytical purposes.

Logged Event Analysis Updates

(To: A632 A636)

Any additional data added to (but not modifying) the primary data of a logged event as a result of other IT processes carrying out their investigations. Examples of such processes would be Incident, Capacity and Availability Management.

Maintenance and Replenishment Data

(From: A613, To: A615)

Information pertaining to the maintenance activities and to the restocking of consumable resources. This data could include resource name, amount replenished, location, vendor, etc.

Maintenance and Replenishment Schedule

(From: A615, To: A611 A613)

The time, date, quantity and other related information relating to the maintenance of delivery resources and to the re-supply of consumable materials.

Managed Data

(From: A62 A624, To: A61 A613 A625 A626)

All the data items which are being managed within the IT endeavor, and which are made available for processing or other purposes in line with service commitments.

Market analysis

(From: A2 A23 A232, To: A1 A11 A112 A113 A21 A211 A22 A222 A233 A3 A31 A313 A34 A343 A35 A354 A355)

A document that evaluates the current service requirements, market segmentation, current customer profiles, and the current typical IT service provider scope to discern general trends and directions in the current IT service marketplace.

Market data

(To: A22 A222 A23 A232)

A collection of qualitative and quantitative data items which describe the current and potential future state of the IT service provider marketplace.

Market Outcomes

(From: A234, To: A238)

The results of efforts to create market awareness and thereby generate demand for the IT service provider's portfolio of solutions. An example would be the number of articles which reference the provider's services.

Market Plan

(From: A234, To: A234 A235 A238)

A document that structures the approach to target customers with the current and under development IT service offerings.

Market segmentation

(From: A232, To: A231)

Customer grouping based on common service consumption patterns.

Marketing and Sales Reports

(From: A238, To: A243 A245 A845)

Reports which indicate the outcomes and market and sales efforts, and might compare the current sales and marketing execution to the market plan.

Multi Phase Work Item

(From: A614, To: A612)

A partially-completed output created by 'Deliver Services' that flows internally within the process. The output would signify that other service execution activities would need to be started. An example of this complex work item would be a payroll application where a new employee was added could create a new work item to add the new person to an enterprise employee directory. The directory update service would be triggered by the payroll addition service.

Normality Notification

(From: A766)

A notification that critical business services have been stabilized to a condition which reflects the new 'normal operation', following a period of operating under continuity status.

Operational Continuity Infrastructure

(From: A766)

The IT Service Continuity Solution in live state, ready for delivering the planned level of operational service, and all relevant details about it so that the regular set of processes can perform their work, within the limitations of that continuity solution.

Operational Documentation

(From: A865, To: A45 A454 A611 A643 A651 A654 A655 A662 A663 A722 A736 A764 A765 A766)

The subset of Knowledge Assets which represents the set of material, both externally provided and internally generated, required to support the development, deployment, operation and maintenance of solutions and services.

– ITIL uses the term Operational Document Library to refer to an implementation of this output.

Operational Measures and Results

(To: A13 A131)

Any measure or result from any IT process that might be relevant to the measurement and control activities of the overall IT management system.

Operational Monitoring Data

(From: A6 A61 A612 A613 A614 A62 A623 A624 A625 A626, To: A61 A613 A615 A62 A624 A627 A63 A632 A65 A654 A655 A66 A662 A7 A73 A735 A74 A743)

Information relating to the overall item-by-item outcomes and status of the IT operational service. This can include measurements of resource utilization, transaction volumes, processing status, etc.

Operational Schedule Requests

(From: A745)

Desired changes and adjustments to operational schedules, used to assist in the management of IT resources. Sometimes a part of a general Service Management Directive.

Operational Schedules

(From: A611, To: A51 A514 A52 A521 A522 A612 A613 A614 A615 A743)

The overall schedule within which individual work items are processed. Examples are start and stop time of specific applications, availability of specific services and of infrastructure services such as file transfer.

Operational Service Project Proposals

(From: A61 A611 A62 A621 A63 A631)

A proposal for project funding from the Framework activities within operational service. The proposal will go to the IT Portfolio Management process for a decision. The proposal content will be for additional capabilities to perform the relevant process, to satisfy either new technical solutions which have to be serviced or to improve any relevant aspect of service performance.

Prepared Data

(From: A623, To: A624)

Data that has been collected (acquired) and prepared (filtered, grouped, reordered, rearranged) to match the planned usage. Prepared data is ready to be placed (deployed) onto its target media and managed throughout its lifecycle.

Pricing Algorithm

(From: A841, To: A843)

The formula(s) used to work with service pricing data to derive pricing alternatives for further evaluation.

Pricing Analysis

(From: A845, To: A841 A843)

A summary of the effects and implications of current and proposed algorithms, price points and service contract terms, used to provide feedback on pricing practices.

Pricing Data

(From: A842, To: A843)

The pricing data consist of all measures needed to measure the service usage. This is input to the price model.

Pricing Elements

(From: A841, To: A842)

The objects, factors and practices to be considered in developing service prices and contract terms.

Prioritized Market Wants and Needs

(From: A232, To: A233)

A comprehensive set of capabilities the marketplace is seeking from an IT service provider, prioritized according to business justification.

Problem Analysis

(From: A664, To: A662)

Output from proactive problem management that might be used by the Control Problems activity while diagnosing and analyzing problems.

Problem Management Activity Data

(From: A662 A663 A664 A665, To: A666)

Any data about the accomplishment of process activities that support the evaluation of the overall “Problem Management” process.

Problem Management Evaluation

(From: A666, To: A661)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Problem Management Framework

(From: A661, To: A662 A663 A664 A665 A666)

The framework that contains all relevant information about the structure of the “Problem Management” process, e.g. the strategic goals and policies for problem management, the definition of supporting technology, measurements, etc.

Problem Records

(From: A662 A663 A664, To: A662 A663 A663 A664 A664 A665)

Any information about problems that needs to be documented (status, analysis information, etc.)

Problems and Known Errors

(From: A6 A66 A665, To: A64 A643 A644 A65 A653 A654 A7 A73 A736 A74 A744 A76 A764)

All problems and known errors are addressed through the Problem Management process. A problem is the unknown underlying cause of one or more incidents; once the problem has been successfully diagnosed and a work-around identified, it becomes a known error.

Processed Event

(From: A634, To: A635)

An event which has been analyzed as to the cause of the out-of-tolerance conditions which led to its creation and for which a plan, within the remit of event management, has been formulated to resolve those conditions.

Procured Items

(To: A83 A834)

Items received from a supplier in response to a formal purchase order.

Procurement Exceptions

(From: A834, To: A833)

Exceptions during procurement, e.g. item no longer available from supplier, that can influence the management of supplier contracts.

Program and Project Management Activity Data

(From: A362 A363 A364 A365 A366 A367, To: A368)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

Program and Project Management Evaluation

(From: A368, To: A361)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Program and Project Management Framework

(From: A361, To: A362 A363 A364 A365 A366 A367 A368 A411)

The logical structure describing the strategic (vision, mission, value proposition), organizational (organizational mechanisms, roles, accountabilities), process (activities, work flows, inputs, outputs), and technology (software, hardware) practices for managing projects and programs.

Program and Project Reports

(From: A36, To: A13 A131 A34 A345 A346 A35 A355 A356 A716)

The body of information ranging from formal, regular and summarized, through informal, ad hoc, and detailed

about any aspect of program and project status, and plans. It is available to any process with a need to know.

Project Change Request

(To: A363)

A request to change some document or aspect of the project that has been placed under change control. An accepted change request can result in one or more change orders.

Project Charter

(From: A35 A355, To: A36 A362)

A document issued by or created on behalf of the sponsor to describe the project's objectives. It provides the project manager with the authority to apply organizational resources to project activities.

Program Plan

(From: A36 A362, To: A34 A344 A363 A364 A365 A366 A367 A368)

The overall plan for the delivery of the program. It will not describe specific details of any individual part of the work, but will focus on aspects such as:

- The structure of the set of projects which constitute the program
- The measurements and reports by which the program will be managed
- The program's governance and communication plans

Program Status Report

(From: A362)

A snapshot of the progress, status, and issues relating to an established program.

Project and Service Inventory

(From: A352, To: A353 A355 A356)

The itemized record of projects and services for which IT resources are being consumed or are being proposed.

Project Change Request

(To: A364)

A request to change some document or aspect of the project that has been placed under change control. An accepted change request may result in one or more change orders.

Project Charter

(From: A3 A35 A355, To: A33 A333 A334 A36 A362 A363 A4 A41 A412 A414)

A document issued by or created on behalf of the sponsor to describe the project's objectives. It provides the project manager with the authority to apply organizational resources to project activities.

Project Completion Report

(From: A367, To: A362)

Communication between the delivery organization and the sponsor indicating that the work committed within the project is completed. Provides evidence that all terms of the agreement have been satisfied and all work has been completed.

Project Definition

(From: A363, To: A364)

The document that describes the shape of the project and includes:

- The objectives and scope
- The stakeholders and proposed organization with responsibilities
- The major risks associated with the project

Project Directive Outcomes

(To: A365)

The outcomes of actions taken in response to instructions or changes from project management made to bring future performance of the project into line with the plans and procedures.

Project Directives

(From: A366, To: A363 A364)

Instructions or changes made to bring future performance of the project into line with the plans and procedures.

Project Events

(From: A41 A42 A43 A44 A45, To: A365)

The notification of events that, in the project manager's opinion, are important to support the management of the project.

Project Information

(To: A352)

Project information includes charter, description, budget and schedule performance and outlook.

Project Plan

(From: A3 A36 A364)

The set of the work plans, plus other plans: risk management, human resource, technical environment, project quality, communications management, and others.

Project Proposal

(From: A2 A22 A224 A23 A33 A5 A51 A514, To: A3 A34 A342 A35 A354)

A formal statement of an idea being put forward for consideration that includes the business case for the proposed IT investment.

Project Status Report

(From: A364)

A report, prepared to schedule or request, by the top-level project manager for the line of business management. It documents the status, progress and accomplishments, and forecasts for the end of the project. General categories include:

- Health status summary
- Resources
- Earned value indicators
- Accomplishments
- Quality, issue, risk, change, and compliance incident summaries.

Project Tracking Report

(From: A365, To: A362 A364 A366 A367)

Detailed project management information which indicates the status, in terms of schedule, quality, risks and costs, of the project against plan.

Projected Service Availability

(To: A664)

Information about planned service outages that help to proactively manage, inform about or avoid problems.

Projected Solution Cost

(To: A842)

Part of Solution plans and commitments, it provides anticipated costs of solutions before any actual cost data is available.

Proposal Additional Information Request

(From: A354 A355)

A request to provide additional information for a proposed project in order to effectively perform portfolio management activities.

Proposed Conditions of Satisfaction

(From: A413, To: A414)

Documented Conditions of Satisfaction as understood and formally proposed by the solution provider.

Proposed Customer Contract Terms

(From: A844)

Includes the agreed-upon service level objectives, the corresponding service price model for one customer, the customer specific additional terms & conditions (e.g. contract period) and (often) planned usage data.

Proposed IT Customer Capability Adoption Improvements

(From: A226, To: A225)

Suggestions for improvements (changes, extensions) to the existing adoption support plan. This is based on lessons learned from existing adoption, and how well the mooted benefits have been realized.

Proposed IT Portfolio Targets

(From: A354, To: A355)

The set of performance targets set for the IT portfolio including economic, strategic alignment, and balance.

Prototype Work Products

(To: A413 A414 A423 A424 A425)

Reduced scale or function deliverables used to explore feasibility or suitability of some aspect of the solution.

Published service catalog

(From: A234, To: A235 A236)

A public, customer accessible document that communicates and promotes the set of services that an IT service provider delivers to its customers.

Purchase Order Status

(To: A834)

Status of orders (necessary to track the orders).

Purchase Orders

(From: A83 A834, To: A835)

Order for products or services to a supplier resulting from procurement requests including detailed information about the order. Also covers the negative case, e.g. if item has to be returned to supplier).

Qualified Facility Request

(From: A754, To: A753)

A need for a facility request to be re-planned as a result of an operation or maintenance activity producing a result out of line with the plan.

Ready Resources

(From: A613, To: A614)

All IT resources required and available to perform the required service.

Received Items

(From: A83 A834, To: A82 A822)

Assets which have completed the procurement process (for which the title is held by the overall business) and which are available for productive deployment. During their useful life, they are managed by the Asset Management process.

Recorded Incident

(From: A652, To: A653)

An identified incident that has been saved in a database.

Recovered Assets

(From: A826, To: A822)

An asset that was previously retired, but has been brought back into active service.

Recovered Delivery Resource

(To: A613)

Any IT delivery resources which have been restored to normal (or acceptable) operational capability as a result of incident resolution.

Recovered Service Status

(To: A612)

Status information on the recovered service.

Refined Solution Requirements

(From: A413, To: A414)

Documented, analyzed and expanded (formalized) solution requirements.

Regulations and Standards

(To: A11 A111 A113 A114 A71 A711 A712 A72 A721 A722 A75 A752 A81 A811 A82 A821 A83 A831 A833 A834 A85)

- External official rules (typically driven by government) that call for business compliance, as well as established good practice standards from formal and informal bodies. Includes:
- Generally Accepted Accounting Principles
- Legal requirements, such Sarbanes-Oxley and its COSO (Framework for Financial Management)

Rejected IT Research and Innovation Candidates

(From: A323, To: A325)

Research candidates that are not chosen to become research projects or part of the watch list.

Rejected RFC

(From: A512 A514)

Any RFC which has been rejected and sent back to the requestor. Reasons for rejection include:

- Lack of authorization or funding
- The change requested is beyond the remit of Change Management (for example, it is a new requirement)
- The RFC is incomplete or in error
- The RFC has been assessed as having too high a risk and needs rework

Rejected Stakeholder Requirements

(From: A412 A413 A414)

The part of solution requirements formally rejected by the solution provider, with or without prior approval of the stakeholders.

Rejected User Contact

(From: A642)

User contact that is not accepted as being a contact falling in one of the pre-defined categories for contacts. An example of this would be a new requirement for functionality (for which the user should be guided to invoke the Stakeholder requirements process).

Rejected Work Requests

(From: A612)

Notification that the request does not comply with work request acceptance criteria, and therefore was rejected.

Release Acceptance

(From: A51 A515, To: A52 A524)

The notification of approval that the Release can proceed to its rollout activities.

Release Acceptance Request

(From: A52 A524, To: A51 A515)

A request for final approval from Change Management for a release to be able to proceed to rollout. The request will be accompanied by evidence of the release having passed its acceptance criteria.

Release Communications

(From: A526, To: A527)

The set of communications material, about a release, that is made available to both users and IT staff impacted by the release. Will range from general awareness announcements through specific details, such as training schedules and plans, to actual release documentation and training content.

Release Management Activity Data

(From: A522 A523 A524 A525 A526 A527, To: A528)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

Release Management Evaluation

(From: A528, To: A521)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Release Management Framework

(From: A521, To: A522 A523 A524 A525 A526 A527 A528)

This framework describes:

- Types of releases
- Naming and other release conventions
- Release policies and procedures
- DSL and DHS specifications
- Roles and responsibilities
- Scheduling policies
- Process review schedule

This framework provides governance information for the other activities in Release Management.

Release Notification

(From: A527)

The notification that a release has been implemented to its target systems and locations.

Release Plan and Definition

(From: A522, To: A523 A524 A525)

The plan for creating a Release, including the definition of the set of changes which are collected within it.

Release Revision Request

(From: A524, To: A522 A523)

Identification of a need to re-plan a release following the outcomes of test and acceptance work.

Request for Change Assessment Information

(From: A513)

A request to any relevant party to assess an RFC.

Request for Change Status and Information

(To: A518)

A request for the current status of a change within the control of Change Management.

Request for Incident Status and Information

(To: A656)

Notification of the need for information about incidents.

Request for IT Research Capabilities

(From: A323)

Request for capabilities and resources that are needed to carry out a research project, e.g. request for human resources, request to procure items, request to develop solutions as support for the research project, etc.

Request for Problem Status and Information

(To: A665)

Request for information with regard to overall problem status and service level attainment with regard to problem management.

Request for Product or Service

(From: A432 A442, To: A832 A833 A834)

Information about required products and services that are needed by any IT process - but especially Solution Build and Solution Test. It will be used within the activities of selecting and managing the right portfolio of suppliers and respective supplier contracts, or to initiate actual procurement.

Request for Supply Capability Information

(To: A836)

Request for information from any process within IT about the IT Service Provider's arrangements and capability to obtain supply items.

Request to Supplier for Information

(From: A83 A832)

Any request for information from suppliers that directly goes to the suppliers, including:

- Financial information
- Portfolio information, e.g. which items can be supplied
- Standard terms and conditions
- RFIs
- RFPs
- Vendor Briefings

Requirements Defect List

(From: A414, To: A413)

Formal list of discrepancies between documented and formalized solution requirements and solution intentions as perceived by the key stakeholders (customer).

Resolved Incident

(From: A65 A655, To: A61 A657)

An incident for which a workaround or fix has been successfully applied.

Resource Adjustments

(From: A615, To: A613)

Adjustments to IT technical resources that might be required to optimize service execution as a result of analysis of the service execution data, workload, and so forth.

Resource Reallocation Requests

(From: A745)

Desired changes and adjustments to resource allocations, used to assist in the management of IT resources. Sometimes a part of a general Service Management Directive.

Resource Status

(From: A613, To: A612)

Information pertaining to the status of any IT resource that is used in the provision of service. The status could be available, not available, failing, over-utilized, approaching peak usage, etc. and would include actual status and predictive information for ensuring adequate availability of resources at all times. This also includes Resource Commit Failure.

Restore Change Assessment Request

(From: A625)

A request that change impact assessment be performed to determine whether a restore request be actioned.

Restore Request

(To: A625)

Requests from any user or other process that a data restore be performed.

Restored Data

(From: A625, To: A624)

Availability of data as a result of restoring it.

Retired Asset

(From: A822, To: A826)

An asset that is to be removed from service. Such an asset will be in a storage location (such as the Definitive Hardware Store or DHS) until it is either restored (recovered) for active use or disposed.

Reusable Components

(To: A421 A423 A424)

Parts (Engineering parts) the set of components identified for future reuse by the Architecture Management process.

RFC

(From: A53 A532 A6 A61 A611 A64 A643 A65 A653 A655 A66 A663 A664 A7 A72 A723 A73 A737 A74 A744 A746 A75 A752 A754 A76 A765 A766, To: A5 A51 A512)

Requests for Change (RFCs) are the means for documenting proposed change and actual change activity in the environment. RFCs can be triggered for a wide variety of reasons, from a wide variety of sources. RFCs can be concerned with any part of the infrastructure or with any service or activity.

Risk Assessment

(From: A343, To: A344 A346)

Sets of categorized, quantified, and prioritized risks for which the IT endeavor will need to consider putting in place risk avoidance and mitigation plans.

Risk Assessment and Mitigation Plans

(From: A34, To: A35 A354 A36 A364 A712 A714)

The recommendations as to the acceptability or otherwise of the risk factors of any undertaking (such as project, external development) and the risk limitation measures selected to reduce the impact of unacceptable risk occurrence.

Risk Interventions

(From: A345, To: A346)

The actions taken, either directly or implicitly through the controls previously put in place, which aim to modify or determine the events or their outcome so that risk exposures are minimized.

Risk Management Activity Data

(From: A342 A343 A344 A345 A346, To: A347)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

Risk Management Evaluation

(From: A347, To: A341)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Risk Management Framework

(From: A341, To: A342 A343 A344 A345 A346 A347)

A risk management model that allows identification, definition, and assessment of risks, and the implementation and operation of risk mitigation and avoidance activities.

Risk Mitigation Assessment Reports

(From: A346, To: A343)

Information about the outcomes of risk mitigation activities, indicating both successes and risk items which require improved treatment.

Risk Mitigation Plans Definition

(From: A344, To: A345 A346)

Definition of the Risk Mitigation plans required to be implemented to minimize exposures and vulnerabilities.

Rollout Plan

(From: A525, To: A526 A527)

The plan for the rollout of a release. Will cover aspects such as:

- Locations
- Target systems
- Dates
- Persons affected, both users and IT staff
- Required communications
- Training plan

Sales Leads

(From: A22 A224 A234, To: A23 A235)

A notice that there might be a potential customer for one or more IT provider services.

Sales opportunity

(From: A235, To: A236 A238)

A qualified sales lead, in which a customer has expressed interest for one or more IT services and would like an understanding of how the services might specifically apply to its environment and for what price.

Sales Outcomes

(From: A237, To: A238)

The final determination of the sales process, whether the sale closed or was rejected by the customer.

Sales Plan

(From: A235, To: A236 A237 A238)

The plan put in place to manage customer sales interaction with an intention of growing and streamlining the sales pipeline.

Security Directives

(From: A723, To: A333 A334)

The directive to take action, or the action to be taken, so that the protections which implement the desired security practices will be put in place and operated.

Security Item Definition Response

(From: A724)

A summary of the security controls and procedures necessary to implement an appropriate level of protection for the item.

Security Management Activity Data

(From: A722 A723 A724 A725 A726, To: A727)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

Security Management Evaluation

(From: A727, To: A721)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Security Management Framework

(From: A721, To: A341 A722 A723 A724 A725 A726 A727 A751)

The conceptional structure describing the strategic (vision, mission, value proposition), organizational (organizational mechanisms, roles, accountabilities), process (activities, work flows, inputs, outputs), and technology (software, hardware) practices for managing security.

Security Monitoring Data

(From: A72 A724 A725, To: A63 A632 A726 A73 A736)

Information relating to the overall item-by-item outcomes from, and status of, security. This can include details of access requests, authentications processed, attacks received.

Security plan

(From: A72 A723, To: A21 A213 A31 A314 A33 A331 A332 A333 A334 A34 A341 A342 A343 A344 A345 A41 A413 A42 A422 A423 A424 A44 A442 A75 A752 A76 A764)

A consolidated view and documentation of the resources, approach, procedures and assets to be protected.

Security Procedures and Infrastructure

(From: A723, To: A724 A725 A726)

The collected design, components, policies and direction which together establish an infrastructure to be put into place for security management.

Security Protection Request

(From: A624, To: A724)

A form of Service Request that identifies a specific resource which needs to be included in the security protection scheme, or needs to have its level and means of protection adjusted.

Security Reports

(From: A72 A726, To: A346 A71 A716 A722 A723)

The reports from auditing and other analyses of IT security monitoring data.

Security Request

(From: A613 A614)

System or external request to secure IT resources or validate authority for access.

Security Response

(To: A613 A614 A624)

The directive to take action, or the action to be taken, in applying security protection mechanisms and in operating security access controls.

Alternatively, the result of processing a service request which required consideration by the security process. The result will reflect a range of possibilities, depending on the nature of the service request:

- For a solution request – will indicate the nature of the security solution, including information on any consequential changes to the Security plan and any RFCs by which the security solution would be brought into service
- For a protection request – the protections put in place
- For an access authorization request– the success or failure of the request

Security Risk Analysis

(From: A722, To: A723 A724)

The results and recommendations of an in-depth study of the threats, vulnerabilities and risk factors to be mitigated by security practices and protection mechanisms.

Security Risk Assessment

(From: A722, To: A42 A424 A425 A44 A444 A445 A45 A454 A455 A642 A643 A645)

A detailed analysis of the current and projected security risk factors facing the enterprise.

Security Solution Request

(To: A723)

A form of Service Request that identifies the need for a new or expanded capability for protecting resources.

Security Violation

(From: A725, To: A726)

An event (an activity or state) that is inconsistent with defined security practices and requires further inspection and evaluation.

Service Accounting Data

(From: A813, To: A814)

Information about the cost, ROI and value of IT services provided (or to be provided), used in financial reporting and for the allocation of costs and charges.

Service Achievement Reports

(From: A24 A244, To: A13 A131 A14 A141 A245 A246 A25 A253 A255 A355 A356 A735 A736 A744)

A report about how well the service levels have been achieved and which compares IT's actual service level results achieved against the service level standards and any specific service level targets negotiated with customers.

Service and Resource Tuning Outcomes

(From: A744, To: A743 A746)

Ranges from traditional performance tuning through capacity and workload allocation adjustments.

Service Catalog

(From: A2 A24 A242, To: A21 A213 A22 A224 A225 A226 A23 A232 A233 A234 A236 A243 A25 A251 A3 A31 A313 A314 A35 A352 A5 A51 A512 A6 A64 A641 A643 A7 A74 A742 A745)

Catalog of all services offered for delivery by the IT service provider. Portions of it can be used as a means of communication to the customers, but there are also sections that describe details of how each service is provided.

Service Contract Terms

(From: A844, To: A845)

Include the agreed on service price model for one customer and the specific additional terms & conditions (e.g. contract period).

Service Execution Activity Data

(From: A611 A612 A613 A614 A615, To: A616)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

Service Execution Evaluation

(From: A616, To: A611)

A report or data providing measurements, trending and metrics on the health and performance of Service Execution. Includes identification of potential process improvement areas.

Service Execution Framework

(From: A611, To: A612 A613 A614 A615 A616)

The overall scheme of documents, plans, processes, and procedures designed to govern and optimize all activities for Service Execution. The framework includes:

- Operational Procedures
- Service Execution Plan

Service Execution Metric Data

(From: A61 A615)

Significant service execution event logs, volume and other measurement data relating to how effectively and efficiently service execution has been performed. This data is a component of all Operations Information and is the basis for service level reporting.

Service Improvement Input

(From: A663 A664)

Any information from problem resolution (proactively or reactively) that can help to improve the overall service delivery, e.g. if one finds that a specific service part continuously generates problems, but that a slight change of the service would avoid this.

Service Improvement Plan

(From: A246, To: A242 A243)

A plan and roadmap for improving service levels. For example, if service levels are not attained or if service levels have to be changed. It is based on service level reviews, and customer and service provider improvement suggestions.

Service Initiative Proposal

(From: A223)

A document describing a potential new service, the gap it will fill in the current IT service portfolio, and the initiative that will be required to put the service in place. This document includes a business case.

Service Level Feasibility Request

(From: A243)

A request to specific IT processes (often those in Service Management) to assess the feasibility of successful delivery of service against a postulated service level target or commitment.

Service Level Feasibility Response

(To: A243)

The assessment by specific IT processes (often those in Service Management) on the feasibility of achieving successful delivery of service against a postulated service level target or commitment.

Service Level Management Activity Data

(From: A242 A243 A244 A245 A246, To: A247)

Any data about the accomplishment of process activities relevant to the evaluation of the overall service level management process.

Service Level Management Evaluation

(From: A247, To: A241)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Service Level Management Framework

(From: A241, To: A242 A243 A244 A245 A246 A247)

The framework that contains all relevant information about the structure of the "Service Level Management" process.

Service Level Requirements

(To: A24 A243)

Requirements with regard to service levels that are requested by the customer and which, if agreed, will have to be attained by the service provider.

Service Management Directives

(From: A74 A76, To: A61 A612 A613 A62 A622)

The collection of commands, instructions or other requests from Service Management processes to the IT Operational Service processes which will lead to an improvement in, or correction of, any aspect of service.

Service Management Plans

(From: A7, To: A2 A22 A225 A226 A23 A231 A24 A243 A246 A3 A35 A354 A6 A61 A611 A62 A622)

The collection of plans produced by the various individual processes which are involved in service management.

Service Management Reports

(To: A24 A244 A664)

Includes efficiency reviews and audit reports

Service Marketing and Sales Activity Data

(From: A232 A233 A234 A235 A236 A237 A238, To: A239)

Sales and marketing performance data such as forecast, signings, and revenue data, that measures the efficiency and effectiveness of the IT Service and Marketing process.

Service Marketing and Sales Evaluation

(From: A239, To: A231)

An analysis of service marketing and selling activity data providing an understanding of the current success or failure of the service marketing and selling process, and an identification of potential process improvements.

Service Marketing and Sales Framework

(From: A231, To: A232 A233 A234 A235 A236 A237 A238 A239)

Includes market segmentation

Service Metric Data

(From: A6, To: A2 A24 A244 A8 A81 A813 A814 A84 A842)

Significant service delivery event logs, volume and other measurement data relating to how effectively and efficiently services are provided by IT. This data is a component of all operations information and is the basis for service level reporting.

Service Outage Analysis

(From: A737, To: A664 A738)

The results of identifying root causes of service outage, assessing the effectiveness of service availability, and identifying key recommendations for improving availability. There is a corresponding technique described in the ITIL Availability Management book.

Service Price Model

(From: A843)

The service price model describes all inputs needed (e.g. service model, measures, service levels, customer) to derive a price for a delivered service. It is normally described as multidimensional matrix, with one dimension for each input. It describes as output one price for each combination.

Service Pricing and Contract Administration Activity Data

(From: A842 A843 A844 A845, To: A846)

Focuses on data needed to analyze how to improve the process performance.

Service Pricing and Contract Administration Evaluation

(From: A846, To: A841)

Is a report combining how the process performance can be improved and how especially the pricing model can optimize the overall IT usage.

Service Pricing and Contract Administration Framework

(From: A841, To: A842 A843 A844 A845 A846)

Describes the base framework for Service Pricing and Contract Administration.

Service Pricing and Contract Information

(From: A84, To: A23 A236 A237 A24 A242 A243 A355 A81 A812 A813 A814)

Ranges from generic to specific:

- Services and price list (the complete service price model)
- Standard terms and conditions
- Individual actual and proposed terms and conditions for a specific customer

Service Provider Review Input

(To: A245 A246)

Prioritized improvement suggestions for service level attainment by the service provider, i.e. the service delivery units, and responses as to the feasibility of adopting customer or service level manager suggestions.

Service Request

(From: A6 A61 A64 A643 A65 A653, To: A5 A51 A512 A7 A72 A75 A8 A82 A822)

A request to perform a standard and straightforward IT task for a user. Service requests are tasks that are within the scope of existing IT services.

Service Request Information

(To: A643 A644)

Details, from any process involved in processing the service request, on status and plans to complete the work involved. It can include a request to obtain more information or some form of acknowledgement from the user.

Service Review Results

(From: A24 A245, To: A242 A243 A246 A25 A253)

The outcome from a review of service level attainment. This might include exceptions and violations with regard to target and actual service delivery.

Service Resource Access Authorization Request

(To: A725)

A communication soliciting access to a particular resource or class of resources.

Service Resource Access Authorization Response

(From: A725)

The access control action taken as a result of receiving a Resource Assess Request. (This can include notification to the requestor of the action taken.)

Services Agreement

(From: A237, To: A844)

A contractual agreement between IT provider and customer with the intent to exchange a set of committed deliverables from the provider for a price to be paid by the customer, under a set of agreed terms and conditions.

Services Marketing and Sales Collateral

(From: A234, To: A235 A236)

Items used to promote the proposed solution to a customer.

Services Proposal

(From: A236, To: A237 A844)

A document outlining a potential services solution to meet a specific set of customer needs.

Services Selling Items

(From: A23)

Items used to promote the proposed solution to a customer.

Significant Event

(From: A633, To: A634)

Unsolicited, (formatted), significant information which must be communicated from a managed object for the purpose of meeting a management objective.

Skill Requirements

(From: A852 A853, To: A854)

Forecast of human skills required to meet the demand for services in the IT Portfolio.

Skills Inventory

(From: A854, To: A611 A612 A852 A853)

Repository for current and planned skills.

Skills Plan

(From: A85 A854, To: A361 A853 A86 A862)

Projection of skills needed, including indicating where training is required. For skills identified to be developed through external means, this represents a requisition to procurement.

SLAs, OLAs, and UCs

(From: A2 A24 A243, To: A22 A225 A242 A244 A245 A246 A25 A251 A253 A4 A41 A412 A413 A414 A45 A453 A454 A5 A51 A511 A513 A514 A52 A526 A6 A61 A611 A62 A622 A63 A631 A64 A641 A642 A65 A651 A66 A661 A662 A663 A664 A7 A72 A724 A725 A726 A73 A731 A732 A734 A74 A741 A742 A743 A744 A745 A746 A75 A751 A76 A762 A763 A764 A766 A8 A81 A813 A814 A83 A833 A84 A841 A85 A852)

– Service level agreements contracted with the customers

▫ Normally focuses on services from a customer point of view

▫ Agreement between the service provider and the customer that specifies the level of service expected.

– Underpinning contracts that directly or indirectly support the service level agreements

▫ Are with external service providers²⁴³)

– Operational level agreements derived from service level agreements

▫ More operations related than service levels

▫ Internally focused

Solicited Customer Satisfaction Data

(From: A252, To: A253 A255)

Data obtained from service provider initiated collection of satisfaction data. Examples would include forms put in front of users after system interactions, regular review meetings between customer and provider.

Solution Acceptance Activity Data

(From: A452 A453 A454 A455, To: A456)

Performance and quality data regarding activities performed in executing the Solution Acceptance Process.

Solution Acceptance Criteria

(From: A453, To: A454)

The complete set of criteria that the stakeholder community will use to certify their acceptance of the solution produced.

Solution Acceptance Evaluation

(From: A456, To: A451)

The effectiveness and efficiency of the practices performed in executing the Solution Acceptance process.

Solution Acceptance Framework

(From: A451, To: A452 A453 A454 A455 A456)

The conceptional structure describing the strategic (vision, mission, value proposition), organizational (organizational mechanisms, roles, accountabilities), process (activities, work flows, inputs, outputs), and technology (software, hardware) practices to be used in achieving acceptance of the proposed solution.

Solution Acceptance Plan

(From: A452, To: A453 A454 A455)

The (sub-) project plan which identifies the approach, activities and tasks, responsibilities, and schedule for presenting the proposed solution to the stakeholder community for evaluation and acceptance. Includes identification of stakeholders.

Solution Acceptance Review Results and Issues

(From: A45 A454, To: A452 A453 A455)

The collected set of documentation which describes the “fit-for-purpose” characteristics of the Solution Acceptance work products and any issues identified as a result of executing solution acceptance reviews.

Solution Analysis and Design Activity Data

(From: A422 A423 A424 A425, To: A426)

The collection of summary level history and status of Solution Analysis and Design activities. Typically used to establish and update organizational performance benchmarks (estimates versus actual), transmit quality information, and other heuristics related to Solution Development processes.

Solution Analysis and Design Evaluation

(From: A426, To: A421)

The collection of summary level history and status of the Solution Analysis and Design Framework. Typically used to establish and update organizational performance benchmarks (estimates versus actual), transmit quality information, and other heuristics related to Solution Development processes.

Solution Analysis and Design Framework

(From: A421, To: A422 A423 A424 A425 A426 A733)

The logical structure describing the strategic (vision, mission, value proposition), organizational (organizational mechanisms, roles, accountabilities), process (activities, work flows, inputs, outputs), and technology (software, hardware) practices for solution analysis and design.

Solution Analysis and Design Results and Issues

(From: A42 A422 A423 A424 A425, To: A422 A423 A424)

The collection of summary level history and status of Solution Design activities and work products. Typically used to establish and update organizational performance benchmarks (estimates versus actual), transmit quality information, and other heuristics related to Solution Development processes.

Solution Build Activity Data

(From: A432 A433 A434 A435 A436 A437, To: A438)

The collection of detailed history and status of Solution Build activities. Typically used to establish and update organizational performance benchmarks (estimates versus actual), transmit quality information, and other heuristics related to Solution Development processes.

Solution Build Environment

(From: A433, To: A434 A435 A436)

The entire infrastructure required to complete the solution build process, including the tools, supporting work products (scaffolding), and physical configuration control repository for the solution work products.

Solution Build Evaluation

(From: A438, To: A431)

Formal evaluation of the performance of the project specific activities against the defined performance criteria and measurements within the Solution Build Framework.

Solution Build Package

(From: A43, To: A44 A443 A444 A45 A455)

The collection of all the work products created during solution design, including prototypes or implementation of parts of a solution for evaluation and analysis

purposes.

Solution Build Plan

(From: A432, To: A433 A434 A435 A436 A437)

Formally defined following a prescribed, organization wide procedure, set of tasks and activities together with a time frame required to perform solution build. Usually a part of a larger project plan.

Solution Build Results and Issues

(From: A43 A433 A434 A435 A436 A437, To: A432 A433 A434 A435 A436)

The collection of summary level history and status of Solution Build activities and work products. Typically used to establish and update organizational performance benchmarks (estimates versus actual), transmit quality information, and other heuristics related to Solution Development processes.

Solution Capabilities and Operational Procedures

(To: A611)

The capabilities and operational procedures deployed as part of current solutions. These might require further development and tuning in order to reach optimal effectiveness as part of Service Execution. (Subset of 'Deployed solution'.)

Solution Component Specifications

(From: A423, To: A424)

Formal specification for all the solution components prepared in a prescribed way in agreement with organization wide procedures and standards.

Solution Components

(From: A434, To: A435)

All the work products, acquired or built in-house, required to complete the solution build, which will remain as integrated parts of the solution (opposite to supporting parts).

Solution Design Additional Information Request

(From: A422)

Solicitation to the stakeholders for additional information required to complete the solution design (further clarification of requirements).

Solution Design Change Proposal

(From: A425, To: A422 A423 A424)

Proposed changes to the solution design resulting from review of solution design work products with stakeholders against the solution requirements.

Solution Design Package

(From: A42 A424, To: A425 A43 A432 A434 A435 A436 A437 A44 A442)

The collection of all the work products created during solution design.

Solution Design Request

(From: A52 A523, To: A42 A422)

A formal communication that authorizes and triggers the Solution Analysis and Design process (usually beginning at the conceptual design level).

Solution Design Stakeholder Acceptance Request
(From: A425)

A request to stakeholders for review, confirmation and formal sign-off of solution design.

Solution Design Stakeholder Acceptance Response
(To: A425)

A formal acceptance and sign off or rejection by stakeholders of solution design.

Solution Development Results and Issues

(From: A4, To: A4 A41 A412 A413 A414 A415 A42 A422 A423 A424 A425 A43 A432 A433 A434 A435 A436 A437 A44 A442 A443 A444 A445 A45 A452 A454 A455)

The collection of summary level history and status of Solution Development activities and work products throughout their lifecycle. Typically used to establish and update organizational performance benchmarks (estimates versus actual), transmit quality information, and other heuristics related to Solution Development processes.

Solution Plans and Commitments

(From: A4 A41 A42 A422 A425 A43 A432 A44 A442 A45 A452, To: A2 A22 A225 A3 A33 A336 A42 A422 A43 A432 A44 A442 A45 A452 A454 A6 A61 A611 A7 A73 A732 A74 A742)

The collective overall information on both the development plan for the solution and the content of the solution as it progresses from concept to reality.

- Plans: Sets of committed solution phases, activities, tasks and milestones together with timeframe.
- Commitments: Sets of requirements, designs and other deliverables, such as test cases

Solution Project Plan

(From: A414)

The overall project plan augmented by solution-specific content as a result of completion of requirements validation.

Solution Requirements Activity Data

(From: A412 A413 A414 A415, To: A416)

The collection of detailed and summary level history and status of Solution Requirements activities. Typically used to establish and update organizational performance benchmarks (estimates versus actual), transmit quality information, and other heuristics related to the Solution Requirement process.

Solution Requirements Baseline

(From: A41 A415, To: A42 A422 A423 A44 A442 A444 A45 A453)

Established according to prescribed organizational standards, it is a baseline of all the Solution Requirements work products currently under Configuration Management.

Solution Requirements Baseline Change Request
(To: A415)

Formal request following prescribed organizational procedure to change a baseline of the Solution Requirements work products currently under Configuration Management.

Solution Requirements Change Proposal

(From: A415, To: A412)

Proposed changes to the business context resulting from changes in solution requirements baseline.

Solution Requirements Evaluation

(From: A416, To: A411)

The collection of summary level history and status of Solution Requirements Framework. Typically used to establish and update organizational performance benchmarks (estimates versus actual), transmit quality information, and other heuristics related to Solution Realization processes.

Solution Requirements Framework

(From: A411, To: A412 A413 A414 A415 A416)

Common, organization wide Solution Requirements set of standards, procedures and templates.

Solution Requirements Results and Issues

(From: A41 A412 A413 A414 A415, To: A412 A413 A414)

The collection of summary level history and status of Solution Requirements activities and work products. Typically used to establish and update organizational performance benchmarks (estimates versus actual), transmit quality information, and other heuristics related to Solution Realization processes.

Solution Requirements Stakeholder Validation Request

(From: A414)

A request to stakeholders for review, confirmation and formal sign-off of solution requirements.

Solution Requirements Stakeholder Validation Response

(To: A414)

Solution validation responses as communicated by the stakeholders. Cover both the positive and negative cases, with the latter being considered a 'defect'.

Solution Scope and Context

(From: A412, To: A413)

Solution framing and surroundings defined by the business and system environments.

Solution Test Activity Data

(From: A442 A443 A444 A445, To: A446)

Performance and quality data regarding activities performed in executing the Solution Test process.

Solution Test Cases

(From: A442, To: A443 A444)

The collection of test cases, that is, the description of what is to be tested, why, how (including sample data) and expected outcomes of the testing.

Solution Test Environment

(From: A443, To: A444)

The functional environment constructed and allocated to support testing of a specific solution.

Solution Test Evaluation

(From: A446, To: A441)

The effectiveness and efficiency of the practices performed in executing the Solution Test process.

Solution Test Framework

(From: A441, To: A442 A443 A444 A445 A446)

The conceptional structure describing the strategic (vision, mission, value proposition), organizational (organizational mechanisms, roles, accountabilities), process (activities, work flows, inputs, outputs), and technology (software, hardware) practices to be used in achieving the objectives of the Solution Test process.

Solution Test Issues

(From: A445, To: A442 A443 A444)

Any additional issues identified during test results analysis that need to be recognized and perhaps addressed.

Solution Test Report

(From: A44 A445, To: A45 A454)

The collected test data, results and analysis of the Solution and environment under consideration. Includes test cases, defective test cases.

Solution Test Results

(From: A444, To: A445)

The outcomes (results) of applying the selected test cases to the Solution Build Package.

Solution Test Results and Issues

(From: A44)

The collected set of documentation which describes the “fit-for-purpose” characteristics of all of the Solution Test activity work products and any issues identified as a result of executing the Solution Test process.

Solution Test Strategy and Plans

(From: A442, To: A443 A444 A445 A446)

A description of the strategies to be employed and the (sub) project plan which identifies the approach, activities and tasks, responsibilities, and schedule for testing various aspects of the solution as it is designed, built and integrated.

Solution Verification Request

(From: A437)

Formal request to verify (verification ensures that “you built it right”) the integrated solution by all the relevant

stakeholders.

Solution Verification Results

(To: A437)

Formal list of all the positive (successful) and negative (deviations) from the standards and procedures identified during the verification process.

Stakeholder Needs

(From: A212, To: A213)

Conditions describing any stakeholder need for services.

Stakeholder Needs and Requirements Report

(From: A214)

Document outlining the IT service provider's interpretation of the customers' and other stakeholders' service needs and requirements. It also provides information about the status and progress of individual or sets of needs or requirements.

Stakeholder Requirements

(From: A2 A21 A213, To: A214 A22 A224 A23 A232 A3 A35 A354 A355 A4 A41 A413 A7 A73 A732)

The qualified needs for IT services that are to be progressed through the Portfolio process for decision making.

These needs might be in a form suitable for direct translation into solution requirements and should include stakeholders' acceptance criteria.

Stakeholder Requirements Information Request

(From: A413)

Solicitation of requirements information from the stakeholders, usually for clarification or expansion of stakeholder requirements already registered.

Stakeholder Requirements Management Activity Data

(From: A212 A213 A214, To: A215)

Data resulting from all work carried out by each process activity. Examples would be volumes, timings, resources used, success and error rates, interfaces invoked, rework, customer feedback, priorities.

Stakeholder Requirements Management Evaluation

(From: A215, To: A211)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Stakeholder Requirements Management Framework

(From: A211, To: A212 A213 A214 A215)

The framework that governs how the process operates to capture, track, and communicate stakeholder needs and requirements.

Stakeholder Requirements Status Update

(To: A214)

Notifications from any process which addresses these requirements as to their status, especially when there it changes in some way.

Standard Change

(From: A512, To: A515 A516)

Those changes which have been made available; that is, preapproved for deployment. They include well known and proven tasks, and have no or limited (and well understood) impact on the integrity of the infrastructure. These changes will also have all entitlement issues, like financial approvals, licensing, and already resolved.

Implementation can be either user-driven or managed by the IT function. Examples include:

- Installation of printer drivers from a preinstalled library on a PC
- Download and installation of software or fixes from vendor sites
- Upgrade of a laptop with a larger hard drive

Strategic IT Value Propositions

(From: A314, To: A315)

A statement of value, scope and time scale for each strategic IT initiative.

Supplier Input

(From: outside the model, To: A8)

The complete set of items from suppliers to the IT endeavor. The set includes:

- Bids
- Procured items
- Invoices

Supplier Invoices

(To: A81 A813)

Invoices from the suppliers for products and services delivered to IT.

Supplier Output

(From: A8, To: outside the model)

Represents all interactions from the IT endeavor to any supplier. Constituents include:

- Bid requests
- Purchase orders
- Payments
- Other communications

Supplier Payments

(From: A81 A813)

Payments to suppliers, triggered by supplier invoices, for services delivered to IT.

Supplier Performance Data

(To: A835)

Data from any IT process that relates to the performance of any supplied product or service that contributes to that process

Supplier Performance Evaluation

(From: A835, To: A832 A834)

Evaluation of suppliers with regard to the relationship, compliance with agreed contract conditions including costs. Input for management of portfolio of suppliers.

Supplier Performance Issue

(From: A835, To: A832 A833)

Exceptions or non-compliance of suppliers with regard to the agreed contracts that are recognized during “Evaluate Supplier Performance” and that are needed as input for Manage Portfolio of Suppliers so that the supplier portfolio can be adapted if necessary.

Supplier Portfolio

(From: A832, To: A833 A834 A836)

List of potential suppliers. Includes information about each supplier (relationship) with regard to supply items, existing contracts, the interfaces to this supplier.

Supplier Product and Service Information

(From: A836, To: A664 A834)

Information about the items (products, services) that can be supplied by the suppliers in the portfolio, like the catalog of orderable supply items including:

- Prices
- Service levels
- Supply options, (suppliers can supply these supply items)

Covers both external and internal suppliers. An example of an internal supplier: Facility supplier indicates lead-time and costs for equipping a new workspace.

Supplier Relationship Management Activity Data

(From: A832 A833 A834 A835 A836, To: A837)

Any data about the accomplishment of process activities that support the evaluation of the overall “Supplier Relationship Management” process.

Supplier Relationship Management Framework

(From: A831, To: A751 A832 A833 A834 A835 A836 A837)

The framework that contains all relevant information about the structure of the Supplier Relationship Management process, meaning the practices for supplier relationship management and procurement. This includes evaluation criteria for selection and evaluation of suppliers, and relevant systems.

Supplier Relationship Management Performance Evaluation

(From: A837, To: A831)

The result of the evaluation of the “Supplier Relationship Management” process, including identification of potential process improvement items.

Technology Capabilities and Trends

(To: A31 A313 A32 A322 A323 A33 A333 A34 A341 A342 A343 A86 A862)

Available external data, both uncoordinated and already analyzed, of world class IT technologies available, declining, and emerging.

Test Environment Specifications

(From: A442, To: A443)

Based on the requirements and design of each solution and on the selected, customized test strategy and plans, this is a specification of the test environment that will support the required testing.

Test Plan

(To: A524)

The specification of tests which must be passed by the Release in order to be eligible for acceptance.

Training Requirements

(From: A853, To: A854)

Statement of the purpose, timing and quantities of training needed to properly equip the workforce for their current and future work assignments.

Tuned Solution

(From: A436, To: A437)

Integrated solution after refining and fine tuning the overall solution as well as solution components and connections between them. Performed according to a prescribed, organization wide procedure.

Unavailable Product and Service Exceptions

(From: A836, To: A832 A834)

Information about exceptions with regard to supply items, e.g. unavailability (permanent or temporary) of supply items that can influence procurement or require that the portfolio of suppliers is adapted.

Underpinning Contracts

(From: A8 A83 A833, To: A1 A11 A114 A2 A24 A241 A242 A243 A3 A31 A313 A81 A812 A813 A82 A825 A834 A835 A836)

Content of contracts with suppliers, including terms and conditions, service level agreements, among others. Covers both the actual contract itself, and information about it that is available as input for supplier evaluation and to other internal processes, such as financial management.

Unsolicited Customer Satisfaction Data

(From: A252, To: A253 A255)

Any feedback, typically ad hoc and unprompted, from a customer that expresses their level of satisfaction with any aspect of the IT service provision.

Unstructured Knowledge

(From: A863, To: A864)

Knowledge that has been acquired but not yet has been evaluated and structured. Can be documented or tacit knowledge.

Unsuccessful Incident Resolution

(From: A655, To: A653)

Information about an incident for which a workaround or fix was not provided or was unsuccessful.

Normally, an incident should eventually yield a workaround or a fix for that incident. However, in some situations, no workaround or fix works to resolve the incident.

User Contact

(To: A64 A642)

Any contact that reaches the IT service provider originated by a user, e.g. incidents, service contacts, change contacts, security administration, general information requests, etc.

User Contact Escalation

(From: A644, To: A642)

Information about a user contact that has not been fulfilled in a satisfying way and requires escalation.

User Contact Fulfillment

(From: A643)

User contact that has been fulfilled within the “User Contact Management” process or in the processes to which it had been routed. Is either the actual fulfillment itself (for example, the reset password), or just information about the work carried out elsewhere (such as notification of incident resolution).

User Contact Fulfillment Information

(From: A643, To: A644 A645)

Information about a user contact that has been successfully fulfilled.

User Contact Management Activity Data

(From: A642 A643 A644 A645, To: A646)

Any data about the accomplishment of process activities that support the evaluation of the overall “User Contact Management” process.

User Contact Management Evaluation

(From: A646, To: A641)

The result of the evaluation of the “User Contact Management” process, including any identification of potential process improvement areas.

User Contact Management Framework

(From: A641, To: A642 A643 A644 A645 A646)

The framework that contains all relevant information about the structure of the “User Contact Management” process, e.g. structure of user contact center, technology support, format of information transfer, categorization and prioritization aspects for user contacts, etc.

User Contact Reports

(From: A645, To: A244)

Any reports that reflect the status of user contacts with the purpose to control the quality of user contact management, the compliance with existing SLAs, for planning purposes and as a basis for improvements.

User Contact Response

(From: A64)

The outcome of the user contact, which can be many aspects, including:

- The information requested by the user
- A request for more information or an acknowledgement of a milestone within the request processing
- Status of the work effort triggered by the contact
- Plans to address the request contained in the contact

User Contact Routing Information

(From: A643, To: A644 A645)

Details of how the work represented by the user contact has been handled, including:

- The contact classification (incident)
- The process and team or individual to whom the work has been assigned

User Contact Status

(From: A644, To: A645)

The status of a user contact (received, work in progress, resolved, or closed). Used to communicate the status of the user contact to the user (originator of the contact).

User Input

(From: outside the model, To: A6)

The collection of all information and items which a user generates and sends to the IT endeavor in furtherance of their need to receive the committed service. Examples include:

- Sequences which invoke transactions or other kind of service (typically from an application). They might be accompanied by user data.
- Contact, through human or electronic channels, which represent:
 - requests for information
 - expressions of any apparent fault (which might become an incident)
 - service requests

User Output

(From: A6, To: outside the model)

The collection of all service deliverables which the IT endeavor generates and delivers to the user to meet the committed service. Examples include:

- Processing of business transactions (in whole or in part) or partly through IT system-provided means.
- The delivery of relevant outputs, such as:
 - Transaction completion status
 - Data resulting (for example, delivery of an e-mail message)
- Contact through human or electronic channels, which satisfy or resolve:
 - Requests for information
 - Expressions of any apparent fault (which might become an incident)
 - Service requests

Utilized Resource

(From: A614, To: A613)

Resources (tapes, storage devices, networks, LANS, programs, data stores, processors, memory, etc.) that have been used in the process of performing operational services but are now available for re-assignment to other work.

Validated Requirements

(From: A414, To: A415)

Solution scope, context and entire taxonomy of requirements formally validated and approved (signed off) by the key stakeholders.

Validated solution design

(From: A4 A42 A425, To: A3 A33 A336 A34 A343 A344 A45 A454 A5 A51 A513 A52 A523 A53 A532 A6 A61 A611 A62 A622 A63 A631 A64 A641 A65 A651 A66 A661 A7 A72 A722 A73 A734 A736 A75 A752 A8 A85 A854)

Solution design, including Conceptual Design, Macro Design, Micro Design, together with identified issues and risks, formally validated and approved (signed off) by the key stakeholders.

Verified Solution

(From: A437)

Integrated solution after verification by all the relevant stakeholders with all the verification issues (deviations from standards and procedures) formally resolved.

Viable Innovation

(From: A32 A325, To: A31 A314 A35 A354)

Any innovations that seem viable to be adopted by the IT service provider in order to enhance the service to the business (IT Architecture, IT Portfolio, IT Strategy). The information provided will include analysis and assessment of the potential impact to the business, and to the parameters of the IT service provision, stated in terms of ideas, value, viability.

Work Data Input

(To: A61 A614)

The data that is submitted along with a work request and which has not yet been processed (so that it becomes managed data). It could have been captured in many ways of which keyboard, magnetic card reader, barcode reader, RFID tag are just some examples.

Work Item

(From: A612, To: A614)

The basic unit of work of an IT service or work request, ready to be processed.

Work Item Schedule

(From: A612, To: A613 A614)

Control information on the combination of the work item, the required IT resources, and the timing parameters and instructions which enable matching of work demands with resource supply.

Work Requests

(To: A61 A612)

An unqualified request for processing services involving IT resources. To be accepted for processing, it must contain sufficient detail in order to match it against the list of existing services and to determine the characteristics (parameters) of this specific request. Work requests can range from highly granular individual interactions (pressing a function key on a PC) through a large clump of work (a long running batch job, perhaps with many dependent steps and subsequent, dependent jobs).

Workforce Adjustment Requisition

(From: A853)

The plans and requirements for adjustments - both increase and decrease - in workforce numbers and job profiles. Might be relevant to either or both of the business' workforce management process and to the procurement process.

Workforce Management Activity Data

(From: A852 A853 A854, To: A855)

The metrics defined in the Workforce Management Framework and populated by all work performed within the process, as the basis to evaluate performance of the process.

Workforce Management Evaluation

(From: A855, To: A851)

An assessment of the overall performance of the process against the targets set in the process framework, and an identification of possible process improvement areas.

Workforce Management Framework

(From: A851, To: A852 A853 A854 A855)

The conceptional structure describing the strategic (vision, mission, value proposition), organizational (organizational mechanisms, roles, accountabilities), process (activities, work flows, inputs, outputs), and technology (software, hardware) practices for managing customer satisfaction.

Workforce Management Information

(From: A85 A852 A853 A854, To: A355 A362 A363 A81 A812 A813 A814)

Profiles of current managed workforce including performance reviews, skills, training and compensation.

Workforce Plan

(From: A852, To: A853)

Forecast of human workload associated with business requirements or changes, and the subsequent plan for IT resources in support of the demand.

