



CWDS
Child Welfare Digital Services

CWDS

Service Desk Management

ITIL High-Level Design Plan

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1. Introduction

The purpose of this document is to provide a high-level or Management view of the CWDS **Service Desk** function. The Service Desk High-Level flow chart is the focal point for this document with a corresponding section that defines each of the Service Desk High-Level Activities. The Service Desk High-Level flow chart is not provided in the brief Service Desk Process section of the ITIL V3 *Service Design* volume; therefore, the flow chart itself and the labels for the activities have been derived from the text.

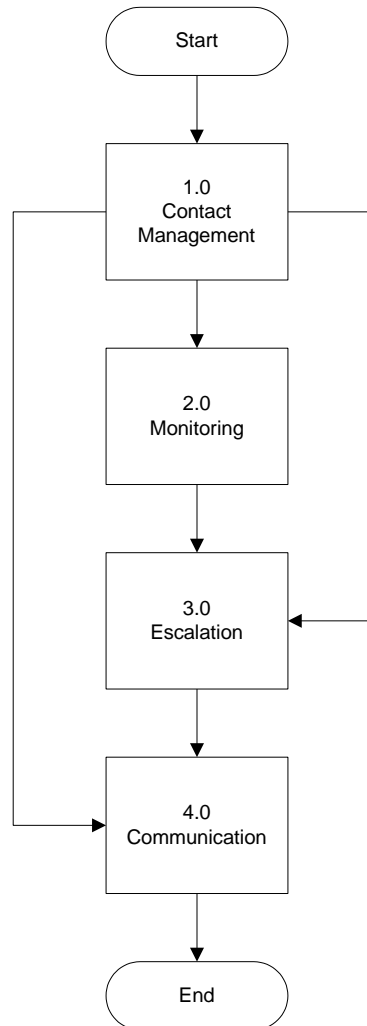
Global Policies that span the entire Service Desk, decided and agreed by CWDS **Service Desk** Project Team, define the expected behavior for each Service Provider (internal and external) with responsibilities for the day-to-day Process Operations.

Integration points with other Service Management Processes are listed in the final section. These integration points identify process inputs and outputs that are necessary for successful Service Desk operations. The Service Desk Project Team should consider these inputs and outputs, regardless of organizational plans to fully implement additional processes.

The content within this high-level design document has been designed to follow the best practices of the Information Technology Infrastructure Library (ITIL®).

2. Service Desk High-Level Activities

The Service Desk plays a very important function within ITIL. The Service Desk function is used to conduct and coordinate several different process activities. Captured below is a high level view of specific Service Desk activities.



3. Service Desk High-Level Activity Descriptions

The following table provides a description of each activity in the (defined)Service Desk High-Level flow chart.

Activity Descriptions

Activity	Description
1.0 Contact Management	<p>Ensures all contacts made to the Service Desk, either directly or through self-service, are recorded and tracked according to the process required to deliver a specific result.</p> <p>All contacts to the Service Desk will be recorded and managed to closure.</p>
2.0 Monitoring	<p>The Service Desk is responsible to ensure that open contact records are monitored until closed. The Service Desk will perform daily monitoring for all in-scope open records.</p> <p>Monitoring will ensure that records are updated in a timely manner and will help in identifying in-scope activities which might breach or may already have breached performance standards, a Service Level Agreement (SLA), Operational Level Agreement (OLA) or Underpinning Contract (UC).</p>
3.0 Escalation	<p>The Service Desk will escalate to either Management and/or a Support Group when an agreed performance standard has been missed or when a user stipulates such an escalation is required either in advance, or during managing the contact to closure.</p> <p>When escalating, the Service Desk will ensure that Management and/or the Support Group acknowledges receipt of the escalation and understands what is required.</p>
4.0 Communication	<p>The Service Desk plays a key communication role within an organization. This activity is focused on ensuring that all (in-scope) communication between the Service Provider and its customers and users is being executed and managed appropriately.</p> <p>Communication includes Customer to Service Provider (external to internal), Service Provider to Customer (internal to external) and Service Provider to Service Provider (internal to internal).</p> <p>Examples of communication include notification of an outage, scheduled down time, distributing the forward schedule of changes (planned changes), hours of service operation, notice of escalation or a call to convene a virtual conference.</p>

4. Service Desk High Level Responsibility Matrix

A responsibility matrix (RACI) is a tool used to help understand which parties are involved in activities and their level of involvement. Because this is a high-level view, there are several levels of involvement shown. More detailed RACIs are provided in the Detailed Design.

Process Roles	Service Desk Manager	Sr. Service Desk Analyst	Service Desk Analyst	Support Group	User	Customer	Incident Management	Problem Management	Request Fulfillment	Change Management	Technical Management	Applications Management	IT Operations Management
Function Activities	Service Desk Manager	Sr. Service Desk Analyst	Service Desk Analyst	Support Group	User	Customer	Incident Management	Problem Management	Request Fulfillment	Change Management	Technical Management	Applications Management	IT Operations Management
1.0 Contact Management	A/I	I	R	R	R/I		R	R	R	R	I	I	I
2.0 Monitoring	A	I	R	C/I			R	R	R	R	I	I	I
3.0 Escalation	A	I	R	C/I			C/I	C/I	C/I		C/I	C/I	C/I
4.0 Communication	A	R/ C/ I	R/ I	I	I	R/ C/I	R/C /I	R/ C/I	R/ C/I	R/ C/I	R/ C/I	R/ C/I	R/ C/I

Legend	
R = Responsible	Executes the task
A = Accountable	Accountable for final result
C = Consulted	Consulted about the task to provide additional information
I = Informed	Needs to be kept up-to-date on activities/tasks

5. Global Policies for Service Desk

Service Desk Global Policies represent decisions made by the **Service Desk Manager and the Service Desk Project Team** for end-to-end management and execution of the Service Desk Function. All technologies, organizations and staff defined in **CWDS** Service Desk Scope are expected to comply with these Global Policies.

The Global Policies for Service Desk are designed to ensure that the **CWDS** Service Desk goals are consistently attained. Policies required to support external regulations (i.e., legislation) and/or business/customer requirements are also included.

The Global Policies for Service Desk are owned and monitored by the Service Desk Manager. The Service Desk Manager will provide Management Information to senior and middle managers to demonstrate overall functional effectiveness and efficiency. This also ensures compliance at an organizational level, and at the departmental and individual level. The Service Desk Manager is also accountable for ensuring that Global Policies add value to the organization and are reviewed and updated on an **annual** basis or as needed.

The following table provides a list of Global Process Policies for the Service Desk. These should be discussed, modified (if necessary) and agreed to by the Service Desk Manager and the Service Desk Project Team. The Service Desk Manager is accountable to ensure end-to-end compliance to these policies. In this position, the Service Desk Manager must have the authority to make sure middle management holds its teams accountable for effective and efficient execution of Service Desk activities.

Policy Statement	Reason for Policy	Benefits
The Service Desk will act as a single point of contact for customers to assist with CWS-CARES and any other in-scope services.	Ensure control of information between OSI and its customers and users and between various OSI groups.	<ul style="list-style-type: none"> • Increased communication effectiveness • Better management of contacts between OSI and customers/users • Better logging of communication events
The Service Desk will escalate according to the guidelines/standards documented within the procedures of the processes being executed by the Service Desk.	Ensures that escalation procedures are carried out according to OSI's agreed escalation model.	<ul style="list-style-type: none"> • Improved accuracy of escalations • Centralized control for the escalation models within the specific process

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Policy Statement	Reason for Policy	Benefits
Using ServiceNow, the Service Desk will ensure the prompt recording of all contacts registered with the Service Desk or through any self-service portals. The contact will be registered with the process which has been identified to best address the need of the customer or user.	Ensure that all contacts are recorded and that appropriate action is taken.	<ul style="list-style-type: none"> • Maintain accurate records • Improve customer satisfaction • Provide a clear view of activities which are being performed within OSI
The Service Desk will ensure that each contact is prioritized according to the documented standards of the processes under which it is operating.	Ensure a clear prioritization model is adopted and followed.	<ul style="list-style-type: none"> • Set clear customer expectations • Improved ability to manage the contact according to agreed standards
The Service Desk will own the lifecycle of all Incidents and Service Requests. All activities associated with the Incident or Service Request are the responsibility of the individuals and groups involved in the resolution of the Incident or fulfillment of the request.	To effectively manage Incidents and Service Requests.	<ul style="list-style-type: none"> • Ensures all Incidents and Service Requests receive the appropriate and timely support regardless of which functional group is working on it • Improves ability to resolve incidents and fulfill SLA within agreed service levels
The Service Desk will acknowledge receipt of all contacts and record the appropriate details of the contact in ServiceNow.	To ensure that all contacts made to the Service Desk are recorded and can be monitored as appropriate.	<ul style="list-style-type: none"> • Increased customer satisfaction • Improved performance monitoring

6. Applicable COBIT Controls

The COBIT 4.1 controls that correspond most closely¹ to the ITIL V3 Service Desk Function are the following²:

Deliver and Support

DS8 Manage service desk and incidents

DS8.1 Service Desk

Establish a service desk function, which is the user interface with IT, to register, communicate, dispatch and analyze all calls, reported incidents, service requests and information demands. There should be monitoring and escalation procedures based on agreed-upon service levels relative to the appropriate SLA that allow classification and prioritization of any reported issue as an incident, service request or information request. Measure end users' satisfaction with the quality of the service desk and IT services.

Plan and Organize

PO4 Define the IT Processes, Organization and Relationships

PO4.5 IT Organization Structure

Establish an internal and external IT organizational structure that reflects business needs. In addition, put a process in place for periodically reviewing the IT organizational structure to adjust staffing requirements and sourcing strategies to meet expected business objectives and changing circumstances.

PO4.12 IT Staffing

Evaluate staffing requirements on a regular basis or upon major changes to the business, operational or IT environments to ensure that the IT function has sufficient resources to adequately and appropriately support the business goals and objectives.

These COBIT® control numbers may be cited in the procedure descriptions. See the official COBIT® 4.1 documentation at www.isaca.org for more details.

¹ COBIT® Control mapping from *COBIT® Mapping: Mapping of ITIL v3 With COBIT® 4.1*, 2008, IT Governance Institute

² COBIT® Control language is from *COBIT® 4.1*, 2007, IT Governance Institute

7. Integration with Other Processes

As each process is designed, it is important to recognize that there are key integrations between processes and functions. Even if the goal is not to reach integration, there is a certain level of integration (inputs become outputs) that naturally takes place.

The following tables describe key areas where Service Desk interfaces with other Service Management Processes. The ‘Actions Taken’ column describes actions taken by the Service Desk function for the “Recipient” process. The ‘Information Provided’ column describes the data or output (if any) that is transferred from Service Desk process to the “Recipient” process.

By: Service Desk		For: Process
Recipient Process	Actions Taken By Service Desk For Process	Information Provided To Process By Service Desk
Access Management	<ul style="list-style-type: none"> • Provide identity verification for users • Manage rights and permissions where deemed appropriate • Manage password resets on approved systems 	<ul style="list-style-type: none"> • Audit information • Incident data • Problem data • Change data • Request data
Availability Management	Accurate registration of contact	<ul style="list-style-type: none"> • Incident data • Problem data • Change data • Request data
Capacity Management	Accurate registration of contact	<ul style="list-style-type: none"> • Incident data • Problem data • Change data • Request data
Change Management	<ul style="list-style-type: none"> • Registration of Requests for Change (RFC) • Communication of changes • Monitoring of changes • Escalation of changes 	<ul style="list-style-type: none"> • Audit information • Change data
Event Management	Registration of Events which meet the criteria of an incident, service request, problem or change	None
Financial Management	Accurate registration of contact	<ul style="list-style-type: none"> • Incident data • Problem data • Change data • Request data

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By: Service Desk		For: <i>Process</i>
Recipient <i>Process</i>	Actions Taken By Service Desk For <i>Process</i>	Information Provided To <i>Process</i> By Service Desk
Incident Management	<ul style="list-style-type: none"> • Registration of incidents • Monitoring of incident • Communication of incidents • Escalation of incidents 	<ul style="list-style-type: none"> • Incident data • Audit information
IT Service Continuity Management (ITSCM)	ITSCM communication	<ul style="list-style-type: none"> • Incident data • Change data • Problem data
Problem Management	<ul style="list-style-type: none"> • Registration of problems • Monitoring of problems • Communication of problems • Escalation of problems • Incident matching 	<ul style="list-style-type: none"> • Incident data • Problem data • Change data
Release & Deployment Management	<ul style="list-style-type: none"> • Release communication • Release testing 	<ul style="list-style-type: none"> • Incident data • Problem data • Change data
Request Fulfillment	<ul style="list-style-type: none"> • Registration of service requests • Monitoring of service requests • Communication of service requests • Escalation of service requests 	<ul style="list-style-type: none"> • Service request data • Audit information
Service Asset and Configuration Management (SACM)	<ul style="list-style-type: none"> • Configuration Item (CI) verification • Update CI information 	Audit information
Service Level Management	<ul style="list-style-type: none"> • Registration of user complaints • Follow escalation standards and timelines 	<ul style="list-style-type: none"> • Incident data • Problem data • Change data • Request data
Service Catalog Management	Identification of errors	Request data
Service Portfolio Management	Identification of retired services	<ul style="list-style-type: none"> • Alerts regarding retired services • Incident data • Problem data • Change data
Service Validation & Testing	<ul style="list-style-type: none"> • Release testing • Communication of User Acceptance testing 	<ul style="list-style-type: none"> • Incident data • Problem data • Change data

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The following table describes key areas where Service Desk interfaces with other Service Management Functions. The ‘Actions Taken’ column describes actions taken by the Service Desk function for the “Recipient” Function. The ‘Information Provided’ column describes the data or output (if any) that is transferred from Service Desk to the “Recipient” Function.

By: Service Desk For: <i>Function</i>		
Recipient <i>Function</i>	Actions Taken By Service Desk For <i>Function</i>	Information Provided To <i>Function</i> By Service Desk
IT Operations Management	<ul style="list-style-type: none"> • Internal/external communication • Management of functional and hierarchal escalations • Monitoring of all open records 	<ul style="list-style-type: none"> • Customer satisfaction • Incident data • Problem data • Change data • Request data • Performance results • Escalation data
Technical Management	<ul style="list-style-type: none"> • Internal/external communication • Management of functional and hierarchal escalations • Monitoring of all open records 	<ul style="list-style-type: none"> • Customer satisfaction • Incident data • Problem data • Change data • Request data • Performance results • Escalation data
Applications Management	<ul style="list-style-type: none"> • Internal/external communication • Management of functional and hierarchal escalations • Monitoring of all open records 	<ul style="list-style-type: none"> • Customer satisfaction • Incident data • Problem data • Change data • Request data • Performance results • Escalation data

The following tables describe key areas where Service Desk interfaces with other Service Management Processes. The ‘Actions Taken’ column describes actions taken by the “Provider” Process for the Service Desk. The ‘Information Provided’ column describes the data or output (if any) that is transferred from “Provider” Process to the Service Desk.

By: <i>Process</i> For: Service Desk		
Provider <i>Process</i>	Actions Taken By <i>Process</i> For Service Desk	Information Provided By <i>Process</i> To Service Desk
Access Management	<ul style="list-style-type: none"> • Develops policies and procedures • Defines roles and responsibilities • Designs training 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation

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By: <i>Process</i> For: Service Desk		
Provider <i>Process</i>	Actions Taken By <i>Process</i> For Service Desk	Information Provided By <i>Process</i> To Service Desk
Availability Management	<ul style="list-style-type: none"> • Develops policies and procedures • Defines roles and responsibilities • Designs training 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation
Capacity Management	<ul style="list-style-type: none"> • Develops policies and procedures • Defines roles and responsibilities • Designs training 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation
Change Management	<ul style="list-style-type: none"> • Assesses, approves, and schedules changes • Shares information about changes 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation • Change Advisory Board (CAB) meeting notes • Forward schedule of changes
Event Management	<ul style="list-style-type: none"> • Monitors systems and services • Generates alerts 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation • Event alerts
Financial Management	<ul style="list-style-type: none"> • Produces provisioning service cost analysis • Defines roles and responsibilities • Designs training 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation • Costing information
Incident Management	<ul style="list-style-type: none"> • Develops policies and procedures • Defines roles and responsibilities • Designs training 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation
IT Service Continuity Management	<ul style="list-style-type: none"> • Develops policies and procedures • Defines roles and responsibilities • Designs training 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation
Problem Management	<ul style="list-style-type: none"> • Provides Known Error Database (KEDB) • Validates Workarounds • Finds root cause of incidents • Facilitates corrective action from technical errors 	<ul style="list-style-type: none"> • Access to KEDB • Incident resolutions • Training documentation • Workarounds
Release & Deployment Management	<ul style="list-style-type: none"> • Deploys problem fixes • Deploys new services • Deploys service enhancements • Defines roles & responsibilities 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation • Release schedule

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By: <i>Process</i> For: Service Desk		
Provider <i>Process</i>	Actions Taken By <i>Process</i> For Service Desk	Information Provided By <i>Process</i> To Service Desk
Request Fulfillment	<ul style="list-style-type: none"> • Designs training • Defines policies, procedures, roles & responsibilities 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation
SACM	<ul style="list-style-type: none"> • Maintains information about CI's • Maintains Configuration Management System (CMS) • Defines roles & responsibilities • Designs training 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation • Accurate CI information
Service Catalog Management	<ul style="list-style-type: none"> • Maintains catalog of all operational services • Defines roles & responsibilities • Designs Training 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation • Accurate services information • Services pending implementation
Service Level Management	<ul style="list-style-type: none"> • Negotiates response and resolution timescales for incidents and service requests • Defines roles & responsibilities • Records SLAs, OLAs and UCs 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation • SLA • OLA • UC
Service Portfolio Management	<ul style="list-style-type: none"> • Manages & maintains portfolio of services • Designs training • Defines roles & responsibilities 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation • Communication requirements • Service Strategy
Service Validation & Testing	<ul style="list-style-type: none"> • Defines roles & responsibilities • Designs training 	<ul style="list-style-type: none"> • Policies and procedures • Roles and responsibilities • Training documentation • Test results

The following table describes key areas where Service Desk interfaces with other Service Management Functions. The 'Actions Taken' column describes actions taken by the Function for the Service Desk. The 'Information Provided' column describes the data or output (if any) that is transferred from Function to the Service Desk.

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By: Function For: <i>Service Desk</i>		
<i>Provider Function</i>	<i>Actions Taken By Function For Service Desk</i>	<i>Information Provided By Function To Service Desk</i>
IT Operations Management	<ul style="list-style-type: none"> • Monitors & manages IT infrastructure • Manages Event Management • Maintains services 	<ul style="list-style-type: none"> • Organization structure • Goals and objectives • Escalation contacts • Event Management alerts
Technical Management	<ul style="list-style-type: none"> • Manages & maintains IT infrastructure • Identifies incidents 	<ul style="list-style-type: none"> • Escalation contacts • Updates to assigned records • Training documentation
Applications Management	<ul style="list-style-type: none"> • Manages & maintain business applications • Identifies incidents 	<ul style="list-style-type: none"> • Escalation contacts • Updates to assigned records • Training documentation