



Standards for lightweight
IT service management

Part 3: Recommended role model

Edition 2016 – Version 2.2



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1. Foreword

FitSM is a lightweight standards family aimed at facilitating service management in IT service provision, including federated scenarios. The main goal of the FitSM family is to maintain a clear, pragmatic, lightweight and achievable standard that allows for effective IT service management (ITSM).

FitSM is and will remain free for everybody. This covers all parts of the standard, including the core parts and implementation aids. All parts of the FitSM standard and related material published by the FitSM working group are licensed under a Creative Commons International License.

The development of FitSM was supported by the European Commission as part of the Seventh Framework Programme. FitSM is owned and maintained by ITEMO e.V., a non-profit partnership of specialists in the field of IT management, including experts from industry and science.

FitSM is designed to be compatible with the International Standard ISO/IEC 20000-1 (requirements for a service management system) and the IT Infrastructure Library (ITIL). Although the FitSM process model, requirements, recommended activities and role model target a lightweight implementation, it can act as a first step to introducing “full” ITSM, i.e. applying ITIL good practices and / or achieving compliance against ISO/IEC 20000-1. The FitSM family is made up of several documents, providing guidance and input on different aspects of ITSM in federated ICT infrastructures:

- FitSM-0: Overview and vocabulary
- FitSM-1: Requirements
- FitSM-2: Objectives and activities
- FitSM-3: Role model (this document)
- FitSM-4: Selected templates and samples (*set of documents under continual development*)
- FitSM-5: Selected implementation guides (*set of documents under continual development*)
- FitSM-6: Maturity and capability assessment scheme

All documents are available and published in their most recent version through the website www.fitsm.eu. Enquiries about the standard and its applicability should be directed by e-mail to info@fitsm.eu.

2. Introduction

Wherever ITSM is implemented and related ITSM processes are defined, clearly defined roles are vital to ensure that people involved in these processes are aware of their authorities and responsibilities. FitSM-3 defines these roles.



3. Scope and applicability

FitSM-3 sets out a schema for the roles recommended to effectively manage services. The purpose of the role model is to establish the set of basic roles that need to be assigned in order to effectively perform ITSM. This framework of generic and specific roles will serve as a guideline when establishing a service management system (SMS). While not all roles are required under all circumstances, it is important to assign individuals to roles necessary for a service provider's individual level of maturity. This supports FitSM's goal to support lightweight ITSM.

FitSM-3 supports FitSM-1 (requirements) and FitSM-2 (objectives and activities) in seeking to achieve an achievable level of capability for the ITSM processes considered. The role model defined in FitSM-3 is not intended to be exhaustive or the only valid role model that can be used to meet the requirements, but it gives some initial guidance on setting up a landscape of roles and responsibilities in support of meeting the FitSM-1 requirements.

This standard is applicable to all types of organisation (e.g. commercial enterprises, government agencies, non-profit organizations) from which IT services are provided, regardless of type, size and the nature of the services delivered. It is especially suitable for groups new to service management, or for federated scenarios.

4. Terms and definitions

For the purpose of this standard, the terms and definitions according to FitSM-0: Overview and vocabulary apply.



5. Important concepts

Prior to presenting the FitSM role model, the idea of generic and specific roles as well as the concept of a RACI matrix is explained.

5.1 Generic and specific roles

FitSM considers two kinds of roles: generic and specific roles. Generic roles are role types that generally exist in all service provision scenarios. These must then be interpreted as a part of the service management processes into specific roles for the respective service provider. For an example, and as shown in the table below, Flight captain is a generic role within an airline. However, flight captain for flight XX123 from Munich to Brussels is a specific role needed by that airline based on the generic role.

The FitSM role map provides both a generic role model (section 6) and advice on how to translate this into specific roles (section 7).

	Description	ITSM example	Non-ITSM example
Generic role	A conceptual class of role which is instantiated in a specific context to create a specific role	Process manager	Flight captain
Specific role	A concrete role which can be assigned to a person or team in order to give this person or team the responsibility for something	Process manager for the incident and service request management process of an IT service provider (process manager ISRM)	Flight captain for flight XX123 from Munich to Brussels

5.2 RACI matrix

The RACI matrix is a tool to describe roles and responsibilities within a specific context in a simplified and easy to grasp manner. The four letters R, A, C and I stand for the various generic forms of responsibility or participation:

- **Responsible:** A person or role actually executing / performing / carrying out a process or activity
- **Accountable:** The person or role governing a process or activity by defining and approving goals and providing or acquiring resources and capabilities required so that the process or activity can be carried out effectively
- **Consulted:** A person or role whose expertise or other kind of contribution is needed to carry out a process or activity without this person being responsible for the process or activity him-/herself
- **Informed:** A person or role who needs to be kept informed about the status and/or results of a process or activity



In the context of the role model, it is important to understand that different individuals and their roles imply different levels of involvement in a process or activity. A RACI matrix shows these relationships and can be a helpful way of describing the contributions of different roles in the context of the regarded process or activity. For example:

	Role 1	Role 2	Role 3	...
Activity 1	A	R	I	
Activity 2	AI	C	R	
Activity 3	AC	R	C	
...				

To produce a valid RACI matrix, the following set of simple rules should be followed:

- Every row should contain exactly one “A”. The rationale behind this rule is that there should be clear accountability for every activity; at the same time, it might lead to confusion and lack of individual commitment or enforceability, if two or more persons or roles are accountable at the same point in time.
- Every row should contain at least one “R”. This is an obvious constraint, since it requires that there are no activities for which the responsibilities of executing them are undefined.
- It should be avoided that the same person or role is accountable and responsible at the same time, i.e. for the same activity.



6. Generic ITSM roles

The following generic roles build the core of the FitSM role model:

- SMS owner
- SMS manager
- Service owner
- Process owner
- Process manager
- Case owner
- Member of process staff (process practitioner)

These roles are specified in the subsequent sections. Please note that in practice, and as the achieved level of maturity increases, there may be additional generic roles, such as “internal consultant” or “internal auditor”.

6.1 SMS owner

The SMS owner (also referred to as the senior responsible owner of the SMS) is the role that has the overall accountability for the establishment and maintenance of the service management system. By means of effective governance, he or she sets the key goals and provides overall direction for the SMS. Consequently, a person with sufficient authority, usually a person on the top management level, should take on this role.

Role	Tasks	Ca. number of persons performing this role
SMS owner	<ul style="list-style-type: none"> • Senior accountable owner of the entire service management system (SMS) • Overall accountability for all ITSM-related activities • Act as the primary contact point for concerns in the context of <u>governing</u> the entire SMS • Define and approve goals and policies for the entire SMS • Nominate the process owners and/or managers, and ensure they are competent to fulfil their roles • Approve changes to the overall SMS • Decide on the provision of resources dedicated to ITSM • Based on monitoring and reviews, decide on necessary changes in the goals, policies and provided resources for the SMS 	<p>1 for the overall SMS</p> <p><i>Often, the person taking over the SMS owner role may also take over the process owner role (see next slide) for the entirety or a subset of the ITSM processes.</i></p>



6.2 SMS manager

The SMS manager is the role often regarded as the “project manager” of implementing IT service management in an organisation or federation. However, different from a real project manager, the SMS manager is not released from his or her duties after the SMS has been successfully implemented to some extent, since a management system will always require continuing efforts of maintenance, development and improvement. The SMS manager coordinates all efforts in planning, implementing, reviewing and further improving the SMS.

Role	Tasks	Ca. number of persons performing this role
SMS manager	<ul style="list-style-type: none"> • Act as the primary contact point for all <u>tactical concerns</u> (including planning and development) in the context of the entire SMS • Maintain the service management plan and ensure it is available to relevant stakeholders • Ensure IT service management processes are implemented according to approved goals and policies • Maintain an adequate level of awareness and competence of the people involved in the SMS, in particular the process managers • Monitor and keep track of the suitability, effectiveness and maturity of the entire SMS • Report and, if necessary, escalate to the SMS owner • Identify opportunities for improving the effectiveness and efficiency of the SMS 	1 for the overall SMS



6.3 Service owner

The service owner is the responsible person for a specific (IT) service offered by the service provider. This role is typically taken on by individuals with management experience. Service owner is unusual in that it cuts across processes, only touching on parts of each process.

Role	Tasks	Ca. number of persons performing this role
Service owner	<ul style="list-style-type: none"> • Overall responsibility for one specific service which is part of the service portfolio • Act as the primary contact point for all (process-independent) concerns in the context of that specific service • Act as an “expert” for the service in technical and non-technical concerns • Maintain the core service documentation, such as the service specification / description • Be kept informed of every event, situation or change connected to the service • Be involved in tasks significantly related to the service as part of selected ITSM processes, in particular SPM and SLM (<i>see: process-specific role models</i>) • Report on the service to the SMS owner 	<p>1 per service in the service portfolio</p> <p><i>One person may take over the service owner role for one or more (or even all) services.</i></p>



6.4 Process owner

The process owner has overall accountability for the operation of an ITSM process.

Role	Tasks	Ca. number of persons performing this role
Process owner <i>(optional, see comment in right column)</i>	<ul style="list-style-type: none"> • Act as the primary contact point for concerns in the context of <u>governing</u> one specific ITSM process • Define and approve goals and policies in the context of the process according to the overall SMS goals and policies • Nominate the process manager, and ensure he / she is competent to fulfil this role • Approve changes / improvements to the operational process, such as (significant) changes to the process definition • Decide on the provision of resources dedicated to the process and its activities • Based on process monitoring and reviews, decide on necessary changes in the process-specific goals, policies and provided resources 	1 per process <i>In many situations in practice, the SMS owner takes over the role of the process owner for <u>all</u> ITSM processes. If this is the case, it is not required to establish the process owner role as a dedicated role at all, since it is merged with the SMS owner role.</i>



6.5 Process manager

The process manager has overall responsibility for the effective operation of an ITSM process.

Role	Tasks	Ca. number of persons performing this role
Process manager	<ul style="list-style-type: none"> • Act as the primary contact point for <u>operational concerns</u> in the context of the process • Maintain the process definition / description and ensure it is available to relevant persons • Maintain an adequate level of awareness and competence of the people involved in the process • Monitor and keep track of the process execution and results (incl. process reviews) • Report on process performance to the process owner • Escalate to the process owner, if necessary • Identify opportunities for improving the effectiveness and efficiency of the process • Additional tasks – depending on the specific process (see: process-specific role models) 	<p>1 per process</p> <p><i>One person may take over the process manager role for one or more processes.</i></p>

6.6 Case owner

The case owner takes accountability for the advancement of a specific case, e.g. an incident or change. They follow this case from start to finish ensuring it is correctly managed.

Note: The role of a case owner is usually required in a process, if occurrences (e.g. incidents, service requests, problems, changes, releases, ...) or logical entities / artefacts (e.g. different types of agreements, reports or plans, ...) are managed by the process, and the process manager him- / herself does not take over specific responsibility for all of these occurrences or entities. If no specific case owner is defined and assigned for an important occurrence or artefact belonging to a process, the process manager will own it by default.

Role	Tasks	Ca. number of persons performing this role
Case owner	<ul style="list-style-type: none"> Overall responsibility for one specific case occurring in a process context (e.g. one specific incident to be resolved) Act as the primary contact point for all concerns in the context of that specific case Coordinate all activities required to handle / resolve the specific case Escalate exceptions to the process manager, where required Additional tasks – depending on the specific process (see: process-specific role models) 	<p>1 per case</p> <p><i>There may be different cases per process at a time. One person or group may be assigned the case owner role for one or more (or even all) concurrent cases.</i></p>

6.7 Member of process staff

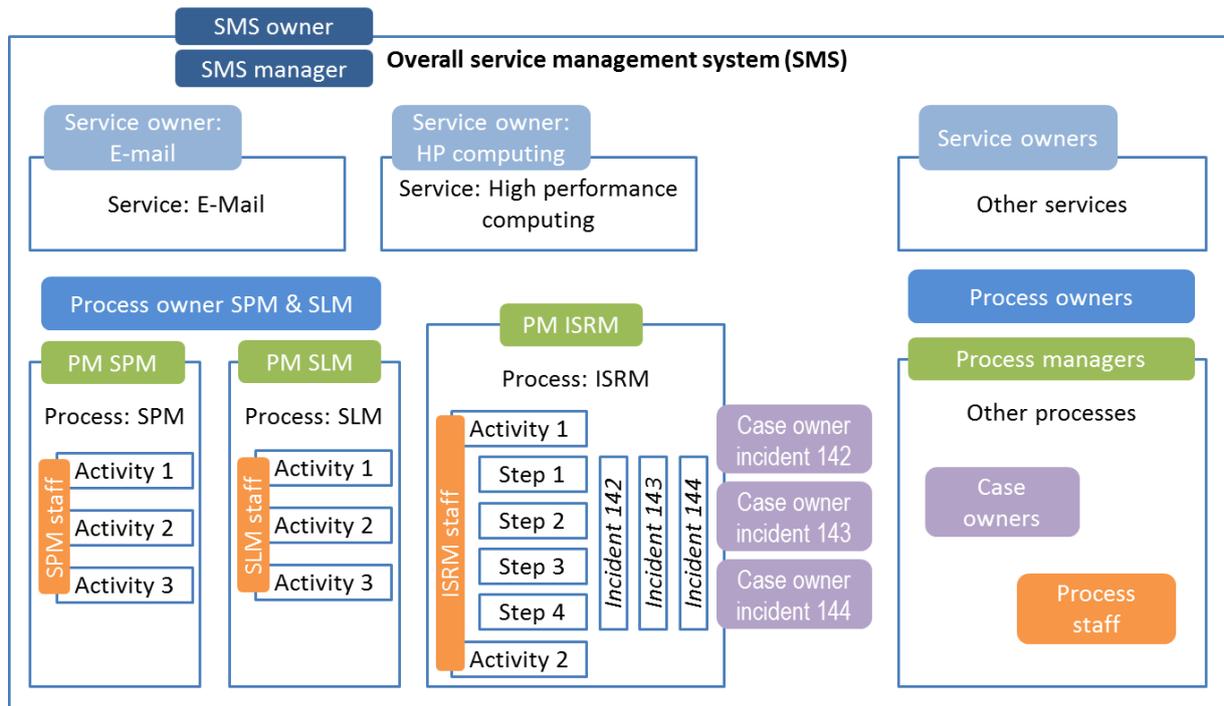
Process staff are individuals involved in the execution one or more activities within a process, but not taking a steering role (e.g. as process or case managers).

Role	Tasks	Ca. number of persons performing this role
Member of process staff <i>(sometimes also referred to as process practitioner)</i>	<ul style="list-style-type: none"> Carry out defined activities according to the defined / established process and, as applicable, its procedures (e.g. the activity of prioritizing an incident) Report to the case owner and / or process manager Additional tasks – depending on the specific process (see: process-specific role models) 	<p>1 or more per process</p> <p><i>One person may take over the member of process staff role for one or more processes.</i></p>



6.8 Summary and visualisation of the role model

The following figure is a visual summary of the generic role model, enhanced by an exemplary view on some specific roles as they are addressed in detail in the subsequent section.





7. Process-specific ITSM roles

The roles presented in subsequent sections build the specific role model of FitSM. Every specific role is presented in the context of the ITSM process in which it appears. Please note that this role model is not necessarily exhaustive in any situation and ITSM setup in practice.

7.1 Context: Service Portfolio Management (SPM)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the SPM process:

- Process owner SPM
- Process manager SPM

Role	Tasks	Ca. number of persons performing this role
Process owner SPM	<i>Generic tasks of a process owner applied in the context of SPM</i>	1 in total
Process manager SPM	<i>Generic tasks of a process manager, plus:</i> <ul style="list-style-type: none"> • Maintain the service portfolio • Manage updates to the service portfolio • Review the service portfolio at planned intervals • Ensure new or changed services are planned and designed according to the SPM process, and service design and transition packages are created and maintained 	1 in total



7.2 Context: Service Level Management (SLM)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the SLM process:

- Process owner SLM
- Process manager SLM
- SLA / OLA / UA owner

Role	Tasks	Ca. number of persons performing this role
Process owner SLM	<i>Generic tasks of a process owner applied in the context of SLM</i>	1 in total
Process manager SLM	<p><i>Generic tasks of a process manager, plus:</i></p> <ul style="list-style-type: none"> • Maintain the service catalogue • Manage updates to the service catalogue • Ensure the service catalogue is aligned with the service portfolio • Negotiate SLAs with customers • Propose and negotiate OLAs with internal groups or federation members • Propose and negotiate UAs with external suppliers • Ensure that all SLAs, OLAs and UAs are documented in a consistent manner • Approve new or changed SLAs, OLAs and UAs <p>Ensure SLAs, OLAs and UAs are aligned to each other</p>	1 in total
SLA / OLA / UA owner	<ul style="list-style-type: none"> • Maintain the SLA, OLA or UA under his/her ownership and ensure it is specified and documented according to relevant specifications • Evaluate the fulfillment of the SLA, OLA or UA • Ensure that violations of the targets defined in the SLA, OLA or UA are identified and investigated to prevent future recurrence • Perform regular reviews of the SLA, OLA or UA 	1 per SLA, OLA and UA



	<ul style="list-style-type: none">• Understand new or changed requirements on the SLA, OLA or UA under his/her ownership, and initiate necessary updates or other follow-up actions	
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7.3 Context: Service Reporting Management (SRM)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the SRM process:

- Process owner SRM
- Process manager SRM
- Service report owner

Role	Tasks	Ca. number of persons performing this role
Process owner SRM	<i>Generic tasks of a process owner applied in the context of SRM</i>	1 in total
Process manager SRM	<i>Generic tasks of a process manager, plus:</i> <ul style="list-style-type: none"> • Maintain the list of service reports • Review service report specifications in regular intervals • Monitor the production of accurate reports according to specifications 	1 in total
Service report owner	<ul style="list-style-type: none"> • Maintain the service report specification for the report under his/her ownership • Produce and deliver the service report according to the specification • Ensure that the input / contributions required to produce the report is provided in time • Understand new or changed requirements on the report under his/her ownership, and update the report specification accordingly 	1 per service report

7.4 Context: Service Availability & Continuity Management (SACM)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the SACM process:

- Process owner SACM
- Process manager SACM
- Availability plan owner / continuity plan owner

Role	Tasks	Ca. number of persons performing this role
Process owner SACM	<i>Generic tasks of a process owner applied in the context of SACM</i>	1 in total
Process manager SACM	<p><i>Generic tasks of a process manager, plus:</i></p> <ul style="list-style-type: none"> • Identify service availability and continuity requirements • Ensure that the input / contributions required to produce service availability and continuity plans are provided by relevant parties • Produce, maintain and review all service availability and continuity plans regularly • Ensure that measures to increase service availability and continuity (according to plans) are planned and implemented under the control of the change management process • Act as a contact point in case of questions regarding service availability and continuity requirements and measures 	1 in total
Availability plan owner / continuity plan owner	<ul style="list-style-type: none"> • Create and maintain the availability or continuity plan under his/her ownership • Ensure that relevant stakeholders in the context of the plan are consulted and informed when creating, updating or implementing the plan • Ensure the plan and any updates to it are approved according by relevant authorities • Based on the contents of the final / approved plan, raise requests for changes or trigger the 	1 per availability plan / continuity plan



	<p>continual service improvement process as required</p> <ul style="list-style-type: none">• In case of a continuity plan: Ensure that the needs for testing the plan are identified and tests of preventive or reactive measures are performed regularly	
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7.5 Context: Capacity Management (CAPM)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the CAPM process:

- Process owner CAPM
- Process manager CAPM
- Capacity plan owner

Role	Tasks	Ca. number of persons performing this role
Process owner CAPM	<i>Generic tasks of a process owner applied in the context of CAPM</i>	1 in total
Process manager CAPM	<p><i>Generic tasks of a process manager, plus:</i></p> <ul style="list-style-type: none"> • Identify service performance and capacity requirements • Ensure that the input / contributions required to produce capacity plans are provided by relevant parties • Produce, maintain and review capacity plans regularly • Ensure that measures to increase service performance and capacity (according to plans) are planned and implemented under the control of the change management process • Act as a contact point in case of questions regarding service performance and capacity requirements and measures 	1 in total
Capacity plan owner	<ul style="list-style-type: none"> • Create and maintain the capacity plan under his/her ownership • Ensure that relevant stakeholders in the context of the plan are consulted and informed when creating, updating or implementing the plan • Ensure the plan and any updates to it are approved according by relevant authorities • Based on the contents of the final / approved plan, raise requests for changes or trigger the CSI process as required 	1 per capacity plan

7.6 Context: Information Security Management (ISM)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the ISM process:

- Process owner ISM
- Process manager ISM
- Information security risk manager
- Asset owner
- Information security control owner

Role	Tasks	Ca. number of persons performing this role
Process owner ISM	<i>Generic tasks of a process owner applied in the context of ISM</i>	1 in total
Process manager ISM (Information security manager / officer)	<p><i>Generic tasks of a process manager, plus:</i></p> <ul style="list-style-type: none"> • Act as the primary contact of the service provider for all information security-related issues • Monitor the status and progress of all activities connected to the process of information security management, in particular the maintenance of the asset inventory, information security risk assessment and handling of information security events and incidents • Ensure that information security incidents are detected and classified as such as quickly as possible, and handled in an effective way to minimise harm caused by them • Ensure that all security-related documentation is maintained and up-to-date 	1 in total
Information security risk manager	<ul style="list-style-type: none"> • Ensure that the asset inventory is complete and up-to-date • Ensure that the asset owners maintain the descriptions and classifications of the assets under their ownership and provide other information relevant for identifying and assessing information security risks • Perform a solid risk assessment periodically, based on available information on assets to 	1 in total



	<p>be protected, as well as up-to-date information on vulnerabilities and threats</p> <ul style="list-style-type: none"> • Update the risk assessment, whenever necessary – in particular, if a significant risk factor has changed • Together with other experts, identify, plan, implement and document information security controls to treat risks 	
Asset owner	<ul style="list-style-type: none"> • Maintain and review the description and classification of a specific (information) asset in the asset inventory • Act as a primary contact point for the asset under his/her ownership • Support the identification and analysis of information security risks connected to the asset under his/her ownership by providing information / input to the risk assessment 	1 per (information) asset
Information security control owner	<ul style="list-style-type: none"> • Maintain and review the specification / documentation of a specific information security control • Act as a primary contact point and expert for the control under his/her ownership 	1 per security control

7.7 Context: Customer Relationship Management (CRM)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the CRM process:

- Process owner CRM
- Process manager CRM
- Customer relationship manager (account manager)

Role	Tasks	Ca. number of persons performing this role
Process owner CRM	<i>Generic tasks of a process owner applied in the context of CRM</i>	1 in total
Process manager CRM	<i>Generic tasks of a process manager, plus:</i> <ul style="list-style-type: none"> • Maintain the customer database • Ensure that customer complaints are handled according to the process • Coordinate customer satisfaction surveys • Review the results from customer service reviews 	1 in total
Customer relationship manager (Account manager)	<ul style="list-style-type: none"> • Act as the primary contact point for a specific customer • Maintain the relationship with that customer by regular communication • Process formal customer complaints • Conduct, moderate and record customer service reviews 	1 per identified customer



7.8 Context: Supplier Relationship Management (SUPPM)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the SUPPM process:

- Process owner SUPPM
- Process manager SUPPM
- Supplier relationship manager

Role	Tasks	Ca. number of persons performing this role
Process owner SUPPM	<i>Generic tasks of a process owner applied in the context of SUPPM</i>	1 in total
Process manager SUPPM	<i>Generic tasks of a process manager, plus:</i> <ul style="list-style-type: none"> • Maintain the supplier database • Ensure that supplier performance is monitored according to the process 	1 in total
Supplier relationship manager	<ul style="list-style-type: none"> • Act as the primary contact point for a specific supplier • Maintain the relationship with that supplier by regular communication • Maintain mechanisms for monitoring the performance of the supplier 	1 per identified supplier



7.9 Context: Incident & Service Request Management (ISRM)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the ISRM process:

- Process owner ISRM
- Process manager ISRM
- Incident owner / service request owner

Role	Tasks	Ca. number of persons performing this role
Process owner ISRM	<i>Generic tasks of a process owner applied in the context of ISRM</i>	1 in total
Process manager ISRM	<p><i>Generic tasks of a process manager, plus:</i></p> <ul style="list-style-type: none"> • Ensure that all incidents and service requests are recorded, and that records are of sufficient quality to enable traceability and long-term analysis • Monitor the overall progress of incident resolution and service request fulfilment, and identify potential violations of target response and resolution times 	1 in total
Incident owner / service request owner	<ul style="list-style-type: none"> • Coordinate and take over overall responsibility for all activities in the lifecycle of a specific incident or service request • Monitor the progress of incident resolution or request fulfilment taking into account agreed timeframes • Trigger reminders to those involved in incident resolution or request fulfilment and escalate to the process manager as required • In case of a (potential) SLA violation, trigger communication and escalation as defined in the SLM process • Ensure an adequate level of documentation for the specific incident or service request 	1 per incident / service request



7.10 Context: Problem Management (PM)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the PM process:

- Process owner PM
- Process manager PM
- Problem owner

Role	Tasks	Ca. number of persons performing this role
Process owner PM	<i>Generic tasks of a process owner applied in the context of PM</i>	1 in total
Process manager PM	<p><i>Generic tasks of a process manager, plus:</i></p> <ul style="list-style-type: none"> • Ensure that incident trends are regularly analysed to identify problems • Ensure that identified problems are recorded, and that records are of sufficient quality • Ensure that problems are analysed, information on known errors recorded, and problems brought to closure 	1 in total
Problem owner	<ul style="list-style-type: none"> • Coordinate and take over overall responsibility for all activities in the lifecycle of a specific problem, including problem analysis and identification of options to handle the problem • Monitor the progress of problem resolution and ensure that the problem is escalated effectively, if required • Ensure the information in the KEDB on this problem / known error are up-to-date, including appropriate descriptions of potential workarounds • Communicate the problem / known error and potential workarounds to relevant stakeholders (e.g. ISRM staff and users) • Depending on the selected option for dealing with the problem / known error, raise requests for changes or trigger the CSI process as required 	1 per problem



7.11 Context: Configuration Management (CONFM)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the CONFM process:

- Process owner CONFM
- Process manager CONFM
- CI owner

Role	Tasks	Ca. number of persons performing this role
Process owner CONFM	<i>Generic tasks of a process owner applied in the context of CONFM</i>	1 in total
Process manager CONFM	<p><i>Generic tasks of a process manager, plus:</i></p> <ul style="list-style-type: none"> • <i>Maintain the definitions of all CI and relationship types</i> • <i>Plan regular verifications of the configuration information held in the CMDB</i> • <i>Ensure that configuration verifications are conducted and identified nonconformities addressed</i> • <i>Take a configuration baseline when needed</i> 	1 in total
CI owner	<ul style="list-style-type: none"> • Ensure that the information on a specific CI in the CMDB is accurate and up-to-date • Collaborate with the process manager and other CI owners to ensure that all information on the relationships from / to a specific CI are accurate and up-to-date 	1 per CI

7.12 Context: Change Management (CHM)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the CHM process:

- Process owner CHM
- Process manager CHM
- Change requester
- Change owner
- Change advisory board (CAB)

Role	Tasks	Ca. number of persons performing this role
Process owner CHM	<i>Generic tasks of a process owner applied in the context of CHM</i>	1 in total
Process manager CHM	<p><i>Generic tasks of a process manager, plus:</i></p> <ul style="list-style-type: none"> • Plan, schedule, prepare and moderate change advisory board (CAB) meetings • Maintain the list and descriptions of standard changes, together with relevant technical experts • Ensure that all requests for changes are processed effectively, and in a timely manner • Monitor the overall progress of change evaluation, approval and implementation • Review the change records in regular intervals, to identify trends or nonconformities or poor documentation / traceability 	1 in total
Change requester	<ul style="list-style-type: none"> • Raise a request for change • If necessary, provide additional information to the change manager and represent the change during a CAB meeting 	1 per request for change
Change owner	<ul style="list-style-type: none"> • Control and coordinate all activities in the lifecycle of a specific change • Monitor the progress of change evaluation and implementation for this change • Ensure that the change record is complete and up-to-date at any time from recording 	1 per change



	<p>the request for change to completion of the post implementation review</p> <ul style="list-style-type: none"> • As applicable, communicate with the release owner of the release containing this change 	
Change advisory board (CAB)	<ul style="list-style-type: none"> • Evaluate non-standard changes, taking into account at least: <ul style="list-style-type: none"> • Benefits • Risks • Potential impact • Technical feasibility • Effort / cost • Decide on the approval of non-standard changes, based on the evaluation results <p><i>Important notes:</i></p> <ul style="list-style-type: none"> • <i>The CAB should be composed of (all) relevant stakeholders of the changes that are currently subject to evaluation and approval.</i> • <i>CAB meetings should take place in regular intervals, although the specific composition of the CAB may / will vary.</i> 	1 board for a certain number of changes



7.13 Context: Release & Deployment Management (RDM)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the RDM process:

- Process owner RDM
- Process manager RDM
- Release owner

Role	Tasks	Ca. number of persons performing this role
Process owner RDM	<i>Generic tasks of a process owner applied in the context of RDM</i>	1 in total
Process manager RDM	<i>Generic tasks of a process manager, plus:</i> <ul style="list-style-type: none"> • Maintain the overall release planning, including release cycles • Review deployed releases for success 	1 in total
Release owner	<ul style="list-style-type: none"> • Control and coordinate the activities in the lifecycle of a specific release, including planning, building, testing and deploying • Ensure that the required documentation of the release (including release plans) is complete and of adequate quality • Act as a single point of contact for the release for all stakeholders of this release, including the change manager, affected change owners, developers, problem manager and customer representatives. 	1 per release



7.14 Context: Continual Service Improvement Management (CSI)

In a lightweight service management system, the following roles should be defined and assigned in the specific context of the CSI process:

- Process owner CSI
- Process manager CSI
- Improvement owner

Role	Tasks	Ca. number of persons performing this role
Process owner CSI	<i>Generic tasks of a process owner applied in the context of CSI</i>	1 in total
Process manager CSI	<i>Generic tasks of a process manager, plus:</i> <ul style="list-style-type: none"> • Review the status and progress of ongoing improvements in regular intervals 	1 in total
Improvement owner	<ul style="list-style-type: none"> • Maintain the improvement under his/her ownership • Coordinate the activities to implement the improvement 	1 per improvement



8. Roles and federations

Federations vary widely, from very loose to tightly integrated. In order to effectively assign roles across a federation it is important to understand the location of responsibility for each service management process and its related activities. They may all reside within a single organisation that is a fully integrated federator, or may be spread across organisations that cooperate to provide the overall service(s).

In a tightly integrated situation, the model presented in the previous sections is straight-forward to implement, but it is harder in looser federations. However, even if ITSM responsibility is spread across multiple organisations, it still resembles a single-organisation service management system in that there is a discrete hierarchy dealing with ITSM that is not the same as existing line organisations. Thus, the three key factors, in all federation types are:

- An agreed upon SMS owner (see section 6.1) of sufficient seniority to oversee ITSM across the whole federation;
- very clear communal understanding of the responsible organisation, unit or group for each ITSM process;
- a joint agreement that the hierarchy within ITSM activities will be respected by other hierarchies within the service provider or federation. Thus, process staff will follow instructions and meet goals set by process owners and process managers, even if they are in different legal organisations.

If these factors are considered, roles can be assigned in a federation just as they can within a single organisation.