OPERATIONAL SUPPORT AND ANALYSIS: ITIL INTERMEDIATE CAPABILITY HANDBOOK Pdf Free

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Ful details and how to apply can be found here www. At least two weeks' notice will be required for processing this request. Delegates failing to advise QA and provide evidence when requested, may not be allowed the additional support offered via the policy. QA Exam Administration can be contacted by email exam. Please ensure you bring a device such as a mobile phone, tablet or laptop to be able to load your course material on to as you may need this for use in the evenings. The Operational Support and Analysis Course provides in-depth practical advice and guidance on process structure, roles, functions and activities that will enable role focused capability and competency in relation to:.

The exam is gradient, scenario based multi-choice. There are 8 questions to be completed in 90 minutes. Each question will have 4 possible answer options, one of which is worth 5 marks, one which is worth 3 marks, one which is worth 1 mark, and one which is a distracter and achieves no marks. Please select a different session. View Entire Schedule. Importance of service management as a practice concept and operational support and analysis principals, purpose, and objective Importance of ITIL operational support and analysis while providing service Processes in ITIL operational support and analysis interact with other service lifecycle processes Processes, activities, methods, and functions used in each of the ITIL operational support and analysis processes How to use the ITIL operational support and analysis processes, activities, and functions to achieve operational excellence How to measure ITIL operational support and analysis Importance of IT security and its contributions to ITIL operational support and analysis Technology and implementation considerations surrounding ITIL operational support and analysis challenges, key performance indicators KPIs , critical success factors CSFs , and risks.

Course Delivery This course is available in the following formats: Classroom Live Receive face-to-face instruction at one of our training center locations. Virtual Classroom Live Experience live, expert-led online training from the convenience of your home, office or anywhere with an internet connection. Request this course in a different delivery format. It is also possible that inappropriate emphasis may be placed on faster resolution of incidents, when a better, long-term result may be to focus on removing the root cause of the incidents. Another factor influencing the number of staff and the level of skills required on the service desk is the level of customization or specialization of the supported applications. Generally, the more standardized the solution, the less it requires specialized skills to support it. This ensures that the required skills can be provided and subsequently maintained and enhanced.

Shadowing and mentoring can be effective training methods for the service desk function. Shadowing involves experienced staff working alongside new staff or staff taking on new responsibilities in order to pass on knowledge and experience. This may start with the expert taking calls and the trainee listening in so they can learn how to deal with the users and respond to different types of request. Gradually, the trainee deals with more and more of the calls on their own. Eventually the expert takes the role of a mentor to the trainee, providing assistance only on request and at regularly planned review sessions.

This improves motivation and career planning, and ensures that the function is regularly exposed to external approaches and developments in providing service desk support. There is a risk, with a purely internal training programme, of missing out on new developments and of rewarding and reinforcing potentially negative approaches and activities. A good service desk can suffer enormously from a significant loss of staff, so efforts need to be made to ensure it remains an attractive place to work. The service desk can be a route to other functions in the organization or into supervisory or managerial roles. This provides valuable management information and, if not done correctly, can hide underlying problems from the IT organization. Super users do not necessarily provide support for the whole of IT. In most cases they provide support for a specific application, module or business area. Where super users form part of the service desk function they must be included in the service desk training and awareness programme and take part in any additional service desk team- building activities.

This ensures that they remain effective in their contribution and have a strong sense of being part of the service desk team. Service desk metrics must be carefully chosen to ensure that they are realistic and that they accurately reflect performance. In some cases, simple metrics that are assumed to show a certain type of performance may be chosen. However, those assumptions may be incorrect; for example, the total number of calls to the service desk is not, in itself, an indicator of good or bad performance. Metrics need to be used in conjunction with other measures and management information to determine the reasons for any increase or decrease in calls. Customer satisfaction is a critical success factor CSF for the service desk. It is advisable to keep the number of questions to a minimum and, where possible, align them to the specific customer experience. To allow adequate comparison, the same percentage of calls should be selected in each period and calls rigorously carried out, despite any other time pressures.

This may also apply to other data that is relevant only for the internal management of the outsourcing company. The service desk function is described in Chapter 7. Technical and application management can be organized in any combination and number of departments. The second-level groupings in Figure 8. IT operations management may be a single central organization, or some activities and staff that may be provided by distributed or specialized departments as illustrated in Figure 8. It also plays an important role in the design, testing, release and improvement of IT services. It refers to the groups, departments and teams that provide technical expertise and overall management of the IT infrastructure. By performing these two roles, technical management ensures that the organization has access to the right level of human resources to manage the technology and that there is the correct balance between the skill level, utilization and cost of these resources.

This is especially true with regard to expensive specialist staff required for tactical, project and problem resolution activities. For larger organizations, specialist staff can be shared from central pools so that they are well utilized, provide economy of scale to the organization and minimize the need to hire contractors. Technical management also provides guidance to IT operations on how best to carry out the ongoing operational management of technology. This is carried out partly during the service design process, and also through day-to-day communications with IT operations management. IT operations adds value to the business as a part of the overall value network. IT operations must maintain a balance between these activities and roles. This can be accomplished using an operations bridge or network operations centre. This function supports and maintains operational applications and also plays an important role in the design, testing and improvement of applications that form part of IT services.

It plays a role in all applications, whether purchased or developed in-house. By performing these two roles, application management is able to ensure that the organization has access to the correct type and level of human resources to manage applications and so meet business objectives.

Application management is also responsible for maintaining a balance between the skill level and the cost of these resources. The objectives and activities that enable application management to play these roles effectively are outlined in sections 8.

Application management teams or departments are needed for all key applications. Displays can also be included in management reports. These should be documented in a statement of requirements. Each proposed tool can be evaluated against these criteria to ensure that the most appropriate option is selected. Note that target times should be included in the support tools that are used to automate the workflow control and escalation paths.

Some organizations may use the incident management element of ITSM tools and treat service requests as a subset and defined category of incidents. Otherwise the facilities required are very similar to those for managing incidents and changes: for example, predefined workflow control of models, priority levels, automated escalation and effective reporting. This is needed to allow problem records to be linked to the components affected and the services. Note that in some cases the components or systems that are being investigated by problem management may have been provided by third-party vendors or manufacturers.

Service operation staff must be involved during the early stages of design and transition to ensure that new services are fit for purpose from an operational perspective and supportable in the future. Planning changes, and implementing them, does not involve technology alone. Thought must be given to awareness, cultural change, motivation and many other issues. Other CSFs include defining clear accountabilities, roles and responsibilities, establishing a culture that enables knowledge to be shared freely and willingly, demonstrating continual improvements and improved customer and user satisfaction ratings.

Additional risks to successful service operation include inadequate funding and resources, loss of key personnel, faulty initial design and differing customer expectations. Most tools are modular, so the specific selection of modules also affects the price. It is important to plan the provision of licences to avoid unexpected costs. This is suitable for smaller organizations or very specialized tools that are not used often. It can also include tools licensed as part of a consulting exercise e. This requires careful scheduling, planning and execution and should be subject to formal release and deployment management. Devices may need to be rebooted and this needs to be planned. Change management is used and the CMS updated. If tools are deployed too late, it can be hard to implement the new process. The key factor is planning what data needs to be migrated, and how. If data is being migrated, a data quality audit should be performed.

There are also further complementary service management qualifications available that can contribute accumulating credits towards achievement of the ITIL Expert. Further details of these can be found at: www. Each module achieves three credits. Candidates may take units from either of the streams to accumulate credits. No further examinations or courses are required. To achieve the ITIL Master qualification, the candidate must be able to explain and justify how they selected and individually applied a range of knowledge, principles, methods and techniques from ITIL and supporting management techniques, to achieve desired business outcomes in one or more practical assignments. To be eligible for the ITIL Master qualification, candidates must have reached the ITIL Expert level and worked in IT service management for at least five years in leadership, managerial or higher-management advisory levels.

Further information can be found at: www. More information can be found at www. There are two ISO standards that relate to governance. Further information can be found at www. These documents provide a standard against which organizations can be assessed and certified with regard to the quality of their ITSM processes. Green IT is about environmentally sustainable computing, from design through to disposal. ISO is a series of standards related to an environment management system.

Further details can be found at www. Details of the above publications can be found at: www. See section on further guidance for details. This supports job standardization, skills audits and skills planning exercises. SFIA is a two-dimensional matrix showing areas of work and levels of responsibility. It views an organization from four perspectives to balance out the financial perspective which drives many decisions.

The scorecard can be applied to IT quality performance and service operation performance. It identifies defects that lead to improvement opportunities. Six Sigma tries to reduce process variation. Further information can be found online, including Six Sigma overviews and training. The Stationery Office, London. Cabinet Office ITIL-derived guidance There is a range of derived publications which support the core guidance. Details of all publications can be found in the publications library section of the Best Management Practice website: www.

Since this not-for-profit organization has been a prominent player in the ongoing development and promotion of IT service management best practice, standards and qualifications. Globally, itSMF now boasts more than 6, member companies, blue-chip and public-sector alike, covering in excess of 70, individuals spread over more than 50 international chapters. Each chapter is a separate legal entity and is largely autonomous. It has its own website at www. Its website is at www. TSO has a long history in publishing best-practice guidance related to project, programme and IT service management. For more information on our publications and to browse our resources, please visit www.

These terms are as defined in the standard ITIL glossary. See also passive monitoring. Alerts are often created and managed by system management tools and are managed by the event management process. Each application may be part of more than one IT service. An application runs on one or more servers or clients. ACD is sometimes called automated call distribution. Availability is determined by reliability, maintainability, serviceability, performance and security. Availability is usually calculated as a percentage. This calculation is often based on agreed service time and downtime. It is best practice to calculate availability of an IT service using measurements of the business output.

Back-out is used as a form of remediation when a change or release is not successful. Budgeting consists of a periodic negotiation cycle to set future budgets usually annual and the day-to-day monitoring and adjusting of current budgets. The business case includes information about costs, benefits, options, issues, risks and possible problems. Business objectives support the business vision, provide guidance for the IT strategy, and are often supported by IT services. Business relationship management identifies customer needs and ensures that the service provider is able to meet these needs with an appropriate catalogue of services. This process has strong links with service level management. Common call types are

incident, service request and complaint. For some types of CI, capacity may be the size or volume — for example, a disk drive.

A change advisory board is usually made up of representatives from: all areas within the IT service provider; the business; and third parties such as suppliers. A change schedule is sometimes called a forward schedule of change, even though it also contains information about changes that have already been implemented. It is most commonly used to refer to systems where an application displays detailed screens relating to incoming or outgoing telephone calls.

See also automatic call distribution; interactive voice response. Information about each configuration item is recorded in a configuration record within the configuration management system and is maintained throughout its lifecycle by service asset and configuration management. It also covers issues relating to the people, relationships, procedures and infrastructure technology required to ensure that the organization or programme can provide the high quality and cost-effective IT services that are required to meet organizational needs. The Operational Support and Analysis qualification would suit candidates in the following IT professions or areas:.