SOFTWARE SCHEME

Notes: Each question is to be assessed for three topics:
1) If the ITIL content is present in the tool;
2) If process automation is present;
3) If the product documentation explains how to use the point covered in the questions.

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1. INCIDENT MANAGEMENT

Reference	Topic/Question	
1.1	**Incident Identification** Can incident records be created manually?	**Automated process flow not applicable**
1.2	**Unique Reference** Does the tool automatically allocate a unique reference to newly created records at the time of opening the record?	**Automated process flow not applicable**
1.3	**Date and Time** Is each incident record date and time stamped when created and again each time the record is updated?	
1.4	**Source of the Incident** Does each incident record contain a field or fields to record the identity of the source of reporting of the incident (such as event trigger, person or group)?	
1.5	**Contact Details** Does each incident record contain a field or fields to record the contact information and call back method such as telephone or email?	
1.6	**Incident Symptoms** Does each incident record contain a field or fields to describe the symptoms of the fault? This can include event parameters and user reported.	
1.7	**Configuration Item Details** Does the incident record contain a field or fields to relate a CI record(s) to the incident?	
1.8	**Incident Status** Does the incident record contain a field or fields to record the status of the incident (such as active, waiting, closed)?	
1.9	**Incident Categorization** Does the incident record contain hierarchical category fields to record the type of incident at opening, during the call, and, separately, at closing? The categories to be set by service desk or problem management to reflect SLA requirements, clarity of categories and changes in incident mix.	
1.10	**Incident or Service Request** Is there the ability to open a service request from an incident record and to link the service request to that incident record?	
1.11	**Incident & Service Request Separation** Does the tool support the capability to separate service requests from incident management?	
1.12	**Incident Priority** Are changes to an incident's priority recorded to provide an audit trail of why the priority was changed?	
1.13	**Incident Priority** Does the incident record contain a field or field(s) to assign an initial incident priority according to pre-established and manually overridden conditions? (SLA, CI type, business services impacted, level of service disruption, security breach, service request)?	
1.14	**Incident Priority** Can the priority be changed manually when circumstances dictate?	

1.15	**Incident Priority** Can incident reports track priority changes correctly?	
1.16	**Incident Assignment** Does the incident record contain a field or field(s) to assign the incident to a support department, group or individual?	
1.17	**Incident Matching** Does the tool match incident records to related problem records and known error records?	
1.18	**Incident Diagnosis Details** Does the incident record contain a field or fields to sequentially record diagnostic activities?	**Automated process flow not applicable**
1.19	**Incident Functional Escalation** Does the tool allow an incident record to be escalated based on pre-established and manually overridden conditions? (Such as service level target, operational level target, business priority, support tier)	
1.20	**Incident Hierarchic Escalation** Does the tool allow an incident record to be escalated based on pre-established (in SLA or SDP) and manually overridden conditions? (Manager notification, supplier notification, business notification)	
1.21	**Incident Resolution** Do the incident records have a field or fields to record resolution information including resolution date and time?	
1.22	**Incident Record Access Control** Does the tool allow access controls to open, modify and close incidents based on pre-established conditions?	
1.23	**Incident Closure** Does the incident record contain a field or fields to record closure categorization including closure date and time?	
1.24	**Management Reports** Does the tool produce reports from record detail captured? Eg, total number of incidents over any given period, total number of active, closed, first time fix, by category, by user, by CI.	**Automated process flow not applicable**
1.25	**Additional Purchases** Can the tool produce management reports without additional purchases such as consultancy or products?	**Automated process flow not applicable**
1.26	**Audit Trail** Does the tool provide an audit trail of all incident record updates for: a) ID of individual recording the update b) Date and time of the action c) Type of action	**Automated process flow not applicable**
1.27	**ITIL Terms** Does the tool use ITIL terms and definitions? Eg, incidents rather than 'tickets'	**Automated process flow not applicable**
1.28	**Customer/user Satisfaction** Does the tool enable user satisfaction measurement for incidents through surveys, follow-up or other methods for all or an agreed proportion of calls?	
1.29	**Problem Linking** Does the tool allow linking of an incident to one or more related problem records?	
1.30	**Known Error** Does the tool present known errors to service desk staff and/or self help users known errors potentially related to the incident being entered or worked on based on category, service, CI & CI type?	
1.31	**Incident Models** Does the tool support incident models for particular types (categories, services, SLAs, CI types)?	

1.32	**Incident Models** Do incident models list, chronologically, the steps, with dependencies, that should be taken to handle the incident?	
1.33	**Incident Models** Do incident models include precautions, timescales and thresholds for completion of the actions with automatic escalation?	
1.34	**Incident Models** Does the tool provide necessary evidence-preservation security?	
1.35	**Incident Tracking** Can key incident attributes (status, priority, assignment to queues) only be set by the service desk?	
1.36	**Incident Tracking** Have all authorised users access to incident (status, priority, log, assignment, time stamp, etc.) information?	
1.37	**Priority Servicing** Does the tool enable service desk management to determine the order in which incidents are handled to ensure that incidents are dealt with in true business priority order.	
1.38	**Recording of Resolution & Recovery** Does the tool support recording of actions taken and who takes them during resolution and recovery to ensure that a full history is maintained for all incidents?	

2. PROBLEM MANAGEMENT

Reference	Topic/Question	
2.1	**Problem Vs Incident** Does the tool differentiate between incidents and problems?	
2.2	**Problem Logging Manually** Can problem records be created manually?	
2.3	**Problem Unique Reference** Does the tool automatically allocate a unique reference to newly created records at the time of opening the record?	
2.4	**Problem Date and Time** Is each problem record date and time stamped when created and again each time the record is updated?	
2.5	**Problem Source** Does each problem record contain a field or fields to display the identity of the source of reporting of the problem (event trigger, person, group)?	
2.6	**Problem Contact Details** Does each problem record contain a field or fields to display the contact information?	
2.7	**Problem Symptoms** Does each problem record contain a field or fields to describe the symptoms of the fault? This can include event parameters and/or user reported.	
2.8	**Problem Status** Does the problem record contain a field or fields to record the status of the problem (Such as active, waiting, closed)?	
2.9	**Problem Categorization** Does the problem record contain hierarchical category fields to record the type of problem (Such as hardware - server - memory)?	
2.10	**Problem Prioritization** Does the problem record contain a field or field(s) to assign an initial problem priority according to pre-established and manually overridden conditions? (Such as CI type, business services impacted, level of service disruption, security breach, cost to fix).	
2.11	**Problem Assignment** Does the problem record contain a field or field(s) to assign the problem to a support department, group or individual?	
2.12	**Problem Diagnosis Details** Does the problem record contain a field or fields to sequentially record diagnostic activities?	**Automated process flow not applicable**
2.13	**Problem Functional Escalation** Does the tool allow a problem record to be escalated based on pre-established and manually overridden conditions? (Such as service level target, operational level target, business priority, support tier).	
2.14	**Problem Resolution Date and Time** Do problem records have a field or fields to record resolution information including data and time?	
2.15	**Problem Resolution - Workaround** Does the tool allow problem resolution to include a workaround and for that information to be visible elsewhere? (Such as CI records, incident records, knowledge data, service reports).	

2.16	**Problem Resolution - Known Error** Does the tool allow a known error record to be created and for that information to be visible elsewhere? (Such as CI records, incident records, change records, knowledge data and service reports).	
2.17	**Problem Resolution - Known Error** Does the tool allow a known error record to be created in the development environment and for that information to be visible elsewhere (Such as CI records, incident records, change records, knowledge data, service reports).	
2.18	**Problem Record Access Control** Does the tool allow access controls to open, modify and close problems based on pre-established conditions?	
2.19	**Problem Closure** Does the problem record contain a field or fields to record closure categorization?	
2.20	**Management Reports** Does the tool produce reports from record detail captured? Eg, total number of problems over any given period, total number of active, closed, changes initiated, number if incidents addressed, problems by category, by user, by CI.	
2.21	**Additional Purchases** Can the tool produce management reports without additional purchases such as consultancy or products?	
2.22	**Audit Trail** Does the tool provide an audit trail of all problem record updates for: a) ID of individual recording the update b) Date and time of the action c) Type of action	**Automated process flow not applicable**
2.23	**ITIL Terms** Does the tool use ITIL terms and definitions? Eg, problem records rather than 'tickets'.	**Automated process flow not applicable**
2.24	**Problem Lifecycle Status** Does the tool show the problem lifecycle stage? Eg, that the problem is being diagnosed, has been escalated, resolution is being applied or has been closed.	
2.25	**Incident Categories** Does the tool provide analysis or export of incident data for analysis so problem & incident management stakeholders can monitor, improve and create incident categories?	
2.26	**Problem Classification** Does the tool support a consistent problem classification schemata across the business enterprise?	
2.27	**Problem Models** Does the tool support the creation and use of problem models for the resolution of dormant or underlying problems?	
2.28	**Major Problem Review** Does the tool support the management and documentation of the major problem review?	

3. CHANGE MANAGEMENT

Reference	Topic/Question	
3.1	**Raise and Record Changes** Does the tool automatically allocate a unique reference number for each RFC?	
3.2	**RFC Date and Time Stamp** Does the tool automatically apply the date and time to new/updated change records?	
3.3	**Reject RFCs** Does the tool support the ability to reject changes and that this can be done by specified role only?	
3.4	**Type of Change** Does the tool recognise/handle standard, normal and emergency types of change? Eg, does the tool handle a separate process flow for each?	
3.5	**Change Category** Does the tool differentiate between minor, significant and major changes?	
3.6	**Priority Allocation** Does the tool support client-defined business impact and urgency to determine the priority of changes?	
3.7	**CAB Responsibilities** Can the tool accommodate the ChM responsibilities of CAB members on a role by role basis?	
3.8	**Change Authorization hierarchy** Does the tool support the formal documentation, in the CMS, of the change authorization hierarchy for approving changes?	
3.9	**Change Authorisation** Does the tool support the means to indicate, such as a check-box, that a change has been approved?	
3.10	**Change Assessment** Does the tool support the assessment process? Eg, client definable data for resources, technical, financial or business risks and benefits.	
3.11	**Change Scheduling** Does the tool provide a change schedule that records all approved changes (including standard changes and changes using change models) with appropriate access control for the change manager - and clear communication to users, customers and support staff.	**Automated process flow not applicable**
3.12	**Projected Service Outage** Does the tool provide a PSO view or schedule?	
3.13	**Escalation** Does the tool support client-defined escalation?	
3.14	**Remediation Planning** Does the tool require for every change authorisation presentation of evidence that a successfully tested backout or remediation plan is associated with the change to be authorised?	
3.15	**RFC Control** Does the tool control the ability to open, modify and close RFCs based on role? (To ensure that only authorised amendments are made.)	

3.16	**Monitoring and tracking** Does the tool support change monitoring and tracking throughout its lifecycle? Eg, that the change is being assessed, has been approved, built, reviewed or has been closed. May include a reference to SLAs.	
3.17	**Change Closure** Does the tool show when a change has been closed? Client-defined closure categories would be a helpful feature.	
3.18	**Change Review** Does the tool prompt when completed changes are ready to be reviewed and accommodate details about change reviews that have been carried out?	
3.19	**Secure Audit Log** Does the tool provide a secure audit log of all change updates, resolution notes and who made them?	**Automated process flow not applicable**
3.20	**Management Reports** Does the tool produce reports from record detail captured? Eg, number of changes closed over any given period, total number of active, closed, successful, failed, by category, by CI, by performing team; number of change proposals, RFC (assessments, assessment status), by change lifecycle stage, by requestor, by performing team; number of change reviews; change evaluation reports/interim reports; projected service outages; change schedule; CAB actions on RFCs by category, CI, requestor, performing team.	**Automated process flow not applicable**
3.21	**CMS Integration** Does the tool have an integrated CMS to aid change management assessment and authorisation?	
3.22	**Problems & Known Errors** Does the tool support the association of problem and known error records with RFCs?	
3.23	**Change Models** Does the tool support the creation and use of change models for the management of changes?	
3.24	**Standard Changes** Does the tool support the workflow associated with implementing standard changes?	
3.25	**Standard Changes** Does the tool show standard changes in the change schedule?	
3.26	**Change Proposals** Does the tool support the submission, analysis, design & scheduling of change proposals?	
3.27	**Change Proposals** Does the tool accommodate the linking of change with its business case, risk and requirements documentation?	
3.28	**Change Impact** Does the tool support the understanding of the impact of the change (by reference to the CMS, SLAs and other information)?	
3.29	**Service Change** Does the tool ensure that the scope of a service change is documented?	
3.30	**CAB Meetings** Does the tool provide support for the CAB & eCAB process, including meetings?	

4. RELEASE MANAGEMENT

Reference	Topic/Question	
4.1	**Raise and Record Releases** Does the tool automatically allocate a unique reference number for each RFC that is authorised for release?	
4.2	**CI Reference in the ID** Does the tool accommodate a reference to the CI's that are included in the release?	
4.3	**Date and Time Stamp** Does the tool automatically apply the date and time to new/updated release records?	
4.4	**Type of Release** Can the tool distinguish between types of releases (major, minor and emergency)? Eg, does the tool assist with differing process activities.	
4.5	**Financial Planning** Does the tool provide financial controls for releases? Eg, that funds are available, contracts and licences.	
4.6	**Document Management** Does the tool support the electronic management of the numerous documents that are required for R&DM? Eg, plans, procedures, technical and service information.	
4.7	**Discovery Tool Integration** Does the tool have the ability to use data as a baseline from an automated discovery in the planning of a release?	
4.8	**Scheduling** Does the tool support the scheduling of release activities? Such as training, deliveries, transition environments and staff.	
4.9	**Proof of Licence** Does the tool record that proof of licence meets legal requirements?	
4.10	**Procurement Interface** Does the tool have an interface with procurement processes for the purchase of items required in the release? Eg, integration with purchase order process for hardware and software.	
4.11	**CI's Acquired** Can the tool record that all configuration items needed for the release are available/have been received?	
4.12	**Build Management** Does the tool support control mechanisms for building different types of release? Eg, visibility of the stage of the build and that all relevant policies, regulations and standards have been followed.	
4.13	**Release Testing** Does the tool provide a tailorable framework or checklist for performing structured tests against documented requirements?	
4.14	**Updating the CMS** Does the tool support automated processes to update the CMS with the new 'live' configurations?	
4.15	**CI Disposal** Does the tool enable records to be kept about the decommissioning, transfer and disposal of hardware items?	
4.16	**Risk** Does the tool enable the risk rating of the release?	

4.17	**Release Lifecycle Status** Does the tool track the release lifecycle stage? Eg, that the release is being built, tested, deployed or has been closed.	
4.18	**Tracking the Release Activities** Does the tool support the tracking of the release activities?	
4.19	**Fail Criterion** Does the tool prevent further progression of the release in the event of a fail situation occurring? Eg, a release could fail due to lack of resources for the next step or service acceptance criteria have not been met.	
4.20	**Release Acceptance** Does the tool ensure that sign-off is achieved before distribution and installation commences?	
4.21	**Roll-out Planning** Does the tool enable effective planning? Eg, as part of the tool or via integration with a project management tool.	
4.22	**Distribution and Installation** Does the tool support effective and efficient release distribution and installation? Eg, this may include the use of checklists when other technologies are deployed for installation purposes.	
4.23	**Process Flow** Does the tool enable automated workflow?	**Automated process flow not applicable**
4.24	**Service Notifications** Does the tool enable service notifications to be issued?	
4.25	**Process Integration** Does the tool integrate with the change management process? Eg, with an approved RFC (request for change) and RFC closure.	
4.26	**Service Transition Closure** Does the tool provide client-defined closure categories that link with change records?	
4.27	**Secure Audit Log** Does the tool provide a secure audit log of all change/release updates and closure dates and times?	**Automated process flow not applicable**
4.28	**Staff responsibilities** Can the tool capture the responsibilities of release staff on a role by role basis?	
4.29	**CMS Integration** Does the tool have an integrated CMS that is visible in schematic form to aid release implementation planning, distribution and installation?	
4.30	**Release & Deployment Models** Does the tool support the definition, creation and versioning of structured release & deployment models?	
4.31	**Release & Deployment Models** Do release & deployment models enable management control of the environments, schedules, and all roles & responsibilities?	
4.32	**Release & Deployment Models** Do release & deployment models support change evaluation of validation & testing?	
4.33	**Release & Deployment Models** Do release & deployment models manage acceptance criteria, checklists and handover activities?	
4.34	**Release & Deployment Models** Does the tool provide customisable templates for appropriate aspects of the release & deployment model?	

| 4.35 | **Service Test Models** Does the tool support service test models? | |

5. SERVICE ASSET AND CONFIGURATION MANAGEMENT

Reference	Topic/Question	
5.1	**Raise a CI Record** Does the tool allow the addition of new records? This should be a simple task.	
5.2	**CI Attributes** Does the tool allow attributes to be held about CI's? Typically, fields could include unique identifier, type, name, description, version, location, supply date, licence details, owner, status and others depending on the type of CI.	
5.3	**Establish New CI Relationship** Does the tool support the addition of the relationship with other CI's at the time of entering the record?	
5.4	**Deletion of CI Records** Does the tool allow old CI records to be deleted? The book says deleted but archiving may be acceptable.	
5.5	**Data Validation** Does the tool automatically validate input data? Eg, to ensure that all CI record details are unique.	
5.6	**Varying Model Numbers** Does the tool support CIs with different formats for model numbers, version numbers and copy numbers? Such as would be needed for hardware (eg, serial no. for Dell, HP & IBM) MS Office software and documentation such as ISBN number on books or an edition number on an SLA.	**Automated process flow not applicable**
5.7	**Change Control** Does the tool prevent CI records being updated without appropriate change approvals and procedures being followed? This includes documentation.	
5.8	**Status Accounting** Does the tool show the current status of any CI? Such as 'live' or 'withdrawn'.	
5.9	**Verification** Does the tool verify that correct and authorised versions of CI's exist?	
5.10	**Access Controls** Does the tool provide security controls to limit access to CMS records on a need-to-know basis?	
5.11	**Simple or Complex CI** Can the tool accommodate CI details of varying complexity? Such as entire systems, single hardware items or single software modules.	
5.12	**CI Relationships** Does the tool support the hierarchic and networked relationships between CI's? Eg, a capability that is needed for management reporting, managing incidents, problems and changes (impact analysis).	
5.13	**Automatic ID of CI's** Can the tool automatically identify other CI's affected when any CI is the subject of an incident, problem, known error record and RFC?	
5.14	**Automatic CI Updates** Can the tool automatically update the version number of a CI if the version number of any component CI is changed?	

5.15	**Problem Mgt Integration** Does the tool support the integration of problem management data with the CMS? This could be a fully integrated system or to a separate system that has data compatibility.	
5.16	**CI History** Does the tool maintain the historic details of all CI's? Such as installation date, records of changes and locations.	
5.17	**Configuration Baseline** Does the tool support the management and use of baselines that can be used for reverting to trusted versions?	
5.18	**Trend Reports** Does the tool allow trend reports to be produced? Eg, the ability to identify the number of RFCs affecting any CI.	
5.19	**Inventory Reports** Does the tool allow CI inventory reports to be produced? Such reports would facilitate configuration audits.	**Automated process flow not applicable**
5.20	**Unauthorised CI Report** Can the tool produce a report showing unauthorised additions to the infrastructure?	
5.21	**Graphical Representation** Can the tool display data in the form of models and maps of the relationships between CI's?	
5.22	**Software Management** Does the tool support the control of software through all stages of its lifecycle? This is from the design stage through to live operational running.	
5.23	**DML Integration** Does the tool support linking definitive media libraries to the CMS/CMDB?	
5.24	**Impact Analysis** Can the tool assist with impact analysis?	
5.25	**Management Reports** Can the tool produce reports from any of the data fields that are held within the CMS? That is, without the need to purchase additional products or consultancy services.	**Automated process flow not applicable**
5.26	**Development to Live** Does the tool support the transfer of CI data from the development environment to the CMDB without the need to re-key?	
5.27	**Manual Updates** Does the tool provide a documented procedure and checklist for manual updates to configuration data, which are also recorded in a configuration change log in the tool?	

6. CHANGE EVALUATION MANAGEMENT

Reference	Topic/Question	
6.1	**Raise an Evaluation Record** Does the tool allow the addition of new records? This task would preferably be linked to the associated change record.	
6.2	**Data Input** Can the tool take data from other processes for the purposes of evaluation? This should include change management and results from testing.	
6.3	**Customer Engagement Package** Does the tool provide safeguards to help ensure that evaluations conform to policy?	
6.4	**Customer Requirements** Can the tool capture the customer requirements with acceptance criteria?	
6.5	**Affects of Changes** Can the tool record the intended and unintended affects of a change?	
6.6	**Factors to Consider** Can the tool capture the key factors that can affect a change (book shows 8)? Includes people, purpose, resources and service provider capability.	
6.7	**Risk Assessment** Does the tool assist with risk analysis and management assessments?	
6.8	**Risk Mitigation** Can the tool record that any risk has been mitigated?	
6.9	**Evaluation Reports** Does the tool support the creation of reports for change management including a risk profile and deviations report?	
6.10	**Qualification/Validation** Can the tool accommodate qualification and validation statements?	
6.11	**Lessons Learned** Does the tool make provision for recording lessons learned and enable them to become part of future evaluations?	
6.12	**Evaluation Reports** Does the tool support the creation of reports for change management and service change stakeholders including evaluation and interim evaluation reports, predicted performance, actual performance, risk profile and deviations reports?	

7. TRANSITION PLANNING AND SUPPORT

Reference	Topic/Question	
7.1	**Raise an ST Record** Does the tool allow the addition of new service transition records? This task would preferably be linked to the associated change record.	
7.2	**Record Content** Does the tool contain fields to hold adequate TP&S content? Eg, service name, specifications, designs, plans and acceptance criteria.	
7.3	**Risks and Issues** Does the tool enable service transition risks and issues to be recorded?	
7.4	**Release Policy** Does the tool record system compliance with the release policy? A field could be provided in which to record deviations.	
7.5	**Legal/Standards Details** Does the tool allow the recording of relevant standards, legal matters, regulatory and contractual agreements?	
7.6	**Responsibilities** Can the tool record the role and responsibilities of the people involved in the planning and support activities? This includes those who can/can't approve activities.	
7.7	**SDP** Does the tool allow data to be added to the service design package?	
7.8	**Release Authorisation** Does the tool show when the release has been authorised?	
7.9	**Success/Failure Criteria** Can the tool record the success and failure criteria for releases?	
7.10	**Training Plans** Can the tool assist with the assigning and scheduling of training?	
7.11	**Production of Plans** Does the tool assist with the production of transition plans? Such as for the release, the testing and building activities.	

8. SERVICE LEVEL MANAGEMENT

Reference	Topic/Question	
8.1	**List of Services** Does the tool accommodate a list of live services? Just about every other aspect of SLM would require this information.	
8.2	**Service Hours** Does the tool accommodate the setting of agreed service hours?	
8.3	**List of Service Providers** Does the tool accommodate service provider information (internal and/or external)?	
8.4	**List of Customers** Does the tool accommodate customer details? Contacts and location details would be required as a minimum.	
8.5	**Create SLR Record** Does the tool allow a record to be raised for each service level requirement? This would give visibility that an SLR is work in progress.	
8.6	**Create SLA Record** Does the tool enable the creation of an SLA record? This may be from an existing SLR.	
8.7	**Service Level Targets** Does the tool accommodate SLTs?	
8.8	**Common SLA Fields** Does the tool accommodate details of SLA content, including agreement date, scope, contacts and targets?	
8.9	**Create OLA Record** Does the tool accommodate details of operational level agreements?	
8.10	**Create UC Record** Does the tool accommodate details of underpinning contracts?	
8.11	**Update All Records** Does the tool allow SLR, SLA, OLA and UC records to be updated?	
8.12	**SLA Monitoring Chart** Can the tool produce a SLAM chart to monitor service achievements against service level agreements? This may require input data from other systems or processes to be possible.	
8.13	**Create SQP** Does the tool assist with the creation of a service quality plan?	
8.14	**Create SIP** Does the tool assist with the creation of a service improvement plan, and linkage to the CSI register for prioritization, review, and tracking?	
8.15	**Customer Satisfaction** Does the tool support the collection of customer satisfaction data?	
8.16	**Complaints and Compliments** Does the tool provide the means to capture/log complaints and compliments?	
8.17	**Service-based SLAs** Can the tool show where many customers use one service?	

8.18	**Customer-based SLAs** Can the tool show where many services are used by one customer?	
8.19	**Agreements in Place** Does the tool show where SLAs, OLAs and underpinning contracts are in place (or not) for any given service?	
8.20	**Escalations** Can the tool accept escalation definitions that can define how incidents and problems are escalated?	
8.21	**Service Reports** Can the tool produce reports from data fields 'out of the box' without additional products or consultancy services? Report production is a significant part of SLM and reporting should be a strong feature.	
8.22	**Management Reports** Can the tool produce KPI performance reports 'out of the box' without additional products or consultancy services? Report production is a significant part of SLM and reporting should be a strong feature.	**Automated process flow not applicable**
8.23	**Service Reviews** Does the tool have an indicator that service reviews have been carried out with customers and suppliers?	
8.24	**Service Design Package (SDP)** Does the tool assist with linkage of SLAs, SLRs & service packages to the SDP?	

9. FINANCE MANAGEMENT

Reference	Topic/Question	
9.1	**Cost by Service** Can the tool show costs for individual services?	
9.2	**Cost Types** Does the tool accommodate cost details for: a) hardware purchases b) hardware maintenance c) software licences d) software maintenance e) personnel costs f) utility costs	
9.3	**Cost Categories** Does the tool distinguish the cost data by: a) Capital and operational b) Direct and indirect c) Fixed and variable e) Unit costs	
9.4	**Cost Centres** Can the tool accommodate cost allocation to various cost centres?	
9.5	**Budget Deviation Analysis** Does the tool support analysis of budget deviation?	
9.6	**Shared Service Model** Can the tool allocate service costs to one or more business units?	
9.7	**Rolling Plan** Can the tool assist with the management of a rolling plan?	
9.8	**Pre-Programme ROI** Does the tool support pre-programme return on investment capital budgeting techniques? The book states a preference for net present value & internal rate of return but recognises that there are other techniques.	
9.9	**Notional Charging** Does the tool support notional charging?	
9.10	**Charging Tiers** Does the tool support charging tiers? Such as service levels of bronze, silver and gold.	
9.11	**Metered Usage** Does the tool support metered usage? (i.e. based on number of installed hardware, hours of service utilization…)	
9.12	**Input Data** Can the tool import/use data from other sources/tools to assist with cost management against current and forecast service consumption?	
9.13	**Cost Plus Charging** Does the tool support simpler cost plus charging and/or more complex charging like pay-per-use services that require sophisticated and flexible metering and financial management processes and models?	

9.14	**Fixed Charges** Does the tool support fixed price charging?	
9.15	**Post Programme ROI** Does the tool support the calculation of post programme ROI?	
9.16	**Access Controls** Does the tool have access controls to protect the security of financial data?	

10. SERVICE CATALOGUE MANAGEMENT

Reference	Topic/Question	
10.1	**Service Descriptions** Does the tool accommodate service descriptions?	
10.2	**Mapping the Catalogue** Does the tool enable a view of the service catalogue (with links and dependencies)?	
10.3	**Service and Technical Catalogues** Does the tool distinguish between a service and technical catalogue? Given they are for different audiences, this is an important distinction.	
10.4	**Technical Catalogue** Does the tool show the technical components (CI's) that are used to deliver any specific service? This may require integration with the CMDB.	
10.5	**Request Fulfilment Link** Does the tool integrate with request fulfilment such that user orders can be placed electronically?	
10.6	**Electronic Access** Can users/staff access the service catalogue electronically? That is as an intranet or web service.	
10.7	**Access Permissions** Does the tool have controls that prevent unauthorised access?	
10.8	**Access Instructions** Does the tool enable access instructions to be documented as part of the service catalogue?	
10.9	**Catalogue Integration** Does the tool have the ability to assign different status codes as it progresses through the device lifecycle?	
10.10	**Catalogue Structure** Does the tool enable the design of the catalogue through a structure within the tool? Eg, a framework to accommodate the content.	
10.11	**Status** Does the tool support and manage the service status? Eg, requirements, definition, analysis, approved, chartered, design, development, build, test, release, operational/live, retiring, retired?	

11. CAPACITY MANAGEMENT

Reference	Topic/Question	
11.1	**CMIS** Can the tool access capacity management information system or systems?	
11.2	**Importing Data** Can the tool/CMIS import data from various sources? Such as technical data from systems, service data (response times, processing times), business data (number of accounts and products supported) and financial data (financial plans and IT budgets).	
11.3	**Reports from CMIS** Can the tool produce reports from the input data? Eg, performance information, exception reports and capacity forecasts.	
11.4	**Utilisation Data** Can the tool produce information from utilisation data to support the production of a capacity forecast?	
11.5	**SLM Targets** Does the tool accommodate the SLM capacity targets?	
11.6	**Trend Analysis** Can the tool produce graphical representations from utilisation data to show trends? Trends could include patterns of business activity.	
11.7	**Analytical Modelling** Can the tool produce information from utilisation data for analytical modelling?	
11.8	**Simulations** Can the tool produce information from utilisation data to create simulations?	
11.9	**Application Sizing** Does the tool support application sizing? Eg, to estimate resource requirements.	
11.10	**Demand Management** Does the tool assist with demand predictions by translating systems data into usable output information?	
11.11	**Risk Management** Can the tool assist with risk management and countermeasures?	
11.12	**Capacity Plan** Does the tool support the creation of a capacity plan?	
11.13	**Management/Service Reports** Can the tool produce reports 'out of the box' without additional products or consultancy services? Examples could include service performance and predictive/forecast reports.	**Automated process flow not applicable**

12. AVAILABILITY MANAGEMENT

Reference	Topic/Question	
12.1	**AMIS** Can the tool access availability management information system or systems?	
12.2	**Importing Data** Can the tool/AMIS import data from technical monitoring and non-technical sources? Such as technical data from systems, service data (response times, processing times), business data (number of accounts and products supported) and financial data (financial plans and IT budgets).	
12.3	**Reports from AMIS** Can the tool produce reports from the input data? Eg, as might be needed by SLM, ITSCM or ISM (information security management).	
12.4	**Vital Business Functions** Can the tool accommodate a list of VBFs and assess the impact of failures from the supporting components?	
12.5	**PSO Document** Does the tool support the production of a projected service outage document?	
12.6	**CMDB/CMS Interface** Does the AMIS/tool have an interface to the CMDB? (For assistance in identifying single points of failures and items where a component failure impact analysis would be beneficial.)	
12.7	**Trend Analysis** Can the tool produce reports and/or graphical representations from availability data to show trends?	
12.8	**CFIA** Can the tool assist with conducting a component failure impact analysis? This is likely to require integration with the CMS/CMDB.	
12.9	**FTA** Can the tool assist with conducting a fault tree analysis?	
12.10	**Risk Analysis** Does the tool assist with risk analysis and management assessments?	
12.11	**Calculating Costs** Does the tool provide a method of calculating the cost of unavailability?	
12.12	**Calculating Availability for Single Components** Does the tool provide a method of calculating the availability of single components? Such as frequency and duration of downtime.	
12.13	**Calculating Reliability** Does the tool assist with calculating the reliability of components and/or services as measured against targets?	
12.14	**Serviceability** Does the tool assist with assessing the serviceability of suppliers? Includes availability, reliability and maintainability.	
12.15	**Availability Plan** Does the tool support the production of an availability plan?	

12.16	**Management Reports** Can the tool produce reports 'out of the box' without additional products or consultancy services? Including service level achievements/targets for services.	**Automated process flow not applicable**

13. SERVICE PORTFOLIO MANAGEMENT

Reference	Topic/Question	
13.1	**SPM Records** Does the tool allow for the creation of service portfolio records?	
13.2	**Record Content** Does the tool provide a set of fields adequate to contain all necessary service portfolio content? 19 fields are recommended.	
13.3	**Status of Service Elements** Does the tool support different statuses for the same service record content at the same time? (Related to question above.)	
13.4	**Flexible Designing** Does the tool allow client- defined fields to enable the content design to meet their particular needs?	
13.5	**Service Finance** Does the tools have fields for financial information about services? Such as costs and charges.	
13.6	**Third Party Services** Does the tool record details of third party services?	
13.7	**Service Catalogue Link** Does the tool allow service portfolio items to be linked to service catalogue records?	
13.8	**Service Inventory** Does the tool allow a service inventory to be recorded?	
13.9	**Service Development** Does the tool allow new service developments to be recorded?	
13.10	**Business Cases** Does the tool allow for business cases as supporting documentation to be stored or referenced?	
13.11	**Process Activities** Does the tool allow for lifecycle management of services in the stages of defined, analyzed, approved, chartered?	
13.12	**Value Proposition** Does the tool allow the service value proposition to be recorded?	
13.13	**Data Validation** Does the tool support portfolio services validation on a recurring basis?	
13.14	**Linking Services** Does the tool allow the services to be linked to the required capabilities and resources?	
13.15	**SPM Lifecycle Stages** Does the tool allow the lifecycle stages of service pipeline, service catalogue and retired serviced to be recorded and updated for every portfolio record?	
13.16	**Service Requirements** Does the tool allow a link to, or the recording of service requirements in the service portfolio?	
13.17	**Pipeline Services** Can the tool provide a view/ list of services in the pipeline (ie under development)?	
13.18	**Retired Services** Can the tool provide a view/ list of retired services?	

13.19	**SLA Link** Does to tool provide a facility to link to the appropriate service level agreements?	
13.20	**Capacity & Finance Links** Can the tool integrate with capacity or demand and financial technology to provide service usage, cost and forecast?	
13.21	**Access Permissions** Does the tool have controls that prevent unauthorised access?	

14. IT SERVICE CONTINUITY MANAGEMENT

Reference	Topic/Question	
14.1	**List of Services** Can the tool accommodate a list of services in order of business criticality?	
14.2	**Business Impact Analysis** Does the tool provide BIA functionality?	
14.3	**Business Impact Graph** Can the tool create a graph showing the anticipated impact of the loss of an IT service over time?	
14.4	**Recovering to Minimum Service** Does the tool allow the minimum time to be specified within which minimum levels of recovery are achieved? Eg, staffing, facilities and services.	
14.5	**Risk Analysis** Does the tool assist with risk analysis and management assessments?	
14.6	**SLAs** Can the tool record the SLAs and service targets that would apply when operating at a recovery site?	
14.7	**List of Critical Contracts** Does the tool accommodate a list of critical contracts that are required for the delivery of critical services?	
14.8	**Testing Schedule** Does the tool assist with the establishment and operation of a regular strategy testing programme?	
14.9	**Test Results** Can the tool record the results of tests that have been carried out?	
14.10	**Service by Recovery Option** Can the tool provide a list of services and/or vital business functions showing the recovery option for each?	
14.11	**Change Mgmt Interface** Does the tool have an interface with change mgmt to enable RFCs to be raised for Changes to ITSCM documentation?	
14.12	**Document Distribution** Does the tool support the controlled distribution of ITSCM plans to key staff?	
14.13	**Document Management** Does the tool provide the means for effective change controlled document management? Such as for policies, requirements, procedures and plans.	
14.14	**Management Reports** Can the tool produce reports 'out of the box' without additional products or consultancy services? Including test results, predictive scenarios with potential solutions.	**Automated process flow not applicable**

15. KNOWLEDGE MANAGEMENT

Reference	Topic/Question	
15.1	**Unique Reference** Does the tool allocate a unique reference number to each new record/entry?	
15.2	**Access Controls** Does the tool have access controls/ permissions that can be defined by the client? Different levels of access (eg read-only, read/write) for users, IT staff and suppliers.	
15.3	**External Input/Import** Does the tool allow the linking to or capture of data/ information from external sources? Such as suppliers and websites.	
15.4	**Legislative Details** Does the tool allow the recording of information about relevant legislation? Such as for SOX, ISO 20000 and others.	
15.5	**Attachments** Can the tool accommodate attachments in a variety of formats? Eg emails, documents, multimedia.	
15.6	**Knowledge Transfer** Does the tool allow the transfer of knowledge from one part of the service lifecycle to another? Eg, as would be needed from design to transition or transition to operations?	
15.7	**Data Complete/Valid** Does the tool provide the means to validate new data inputs? Eg, compliance with legislation, copyright, intellectual property or existing records held.	
15.8	**Out of Date Records** Can the tool record, delete or archive out of date or unwanted information?	
15.9	**Reason for Information** Does the tool allow the reason for the record to be held? Eg, for a project or a technical system.	
15.10	**Content Format** Does the tool allow a common and structured method of capturing inputs? Eg, by the use of a form for the records as would be used for incident management.	
15.11	**Data Classification** Does the tool provide the means to classify data?	
15.12	**Data Protection** Can the tool control varying requirements for different records such as privacy, security, ownership and agreement restrictions.	
15.13	**Data Importance** Can the tool record when any record is likely to be important to any person or group? Eg, payroll information will be needed at the time payroll will be running.	
15.14	**Search & Retrieve** Does the tool enable the search and retrieval of data by various search terms? Eg, the ability to search by subject, owner or date.	
15.15	**Link to Incidents** Can KM records be created by incident management staff?	
15.16	**Link to Problem KEDB** Does the tool support the creation of known errors?	

15.17	**Link to Events** Can the tool accommodate information from events?	
15.18	**Link to CMS** Does the tool have links to the configuration management system?	
15.19	**Link to Availability Management** Does the tool have links with AM to store and organise data?	
15.20	**Provision for specific document types** Does the tool facilitate the design, transition and operation of a reliable SKMS that supports secure, versioned service management structures such as those that integrate alerts, events, incidents, service requests, problems, known errors, normal changes, standard changes, change & releases in the CMDB - with a mechanism to manage models of these.	
15.21	**Provision for specific document types** Does the tool facilitate the design, transition and operation of a reliable SKMS that supports secure, versioned service management structures such as those that link the CMDB to the service portfolio (pipeline, catalogue & retired) through SDPs, ensuring that a) service models link the service strategy to the DML b) release, deployment, ITSCM, improvement and test plans link to SLAs/SLRs/OLAs/UCs linked to supporting financial data, demand data, business cases, the CSI register, policies and plans.	
15.22	**Provision for specific document types** Does the tool facilitate the transition and operation of a reliable SKMS that supports secure, versioned service management structures that enable management and service reporting?	
15.23	**Provision for specific document types** Does the tool facilitate the transition and operation of a reliable SKMS that supports secure, versioned service management structures that link the CMS (CMDB + DML) to other repositories in the tool or outside of the tool like the AMIS, CMIS, SCMIS and SMIS?	
15.24	**Provision for specific document types** Does the tool facilitate the design transition and operation of a reliable SKMS that supports secure, versioned service management structures that provide reliable access to technical documentation including process documentation & standard operating procedures. Process documentation to include owner, roles, responsibilities, metrics, reports, activities, procedures & work instructions.	

16 INFORMATION SECURITY MANAGEMENT

Reference	Topic/Question	
16.1	**SMIS** Does the tool have a security management information system?	
16.2	**Unique Reference** Does the tool allocate a unique reference number to each new record/ entry?	
16.3	**Security Procedures** Can the SMIS contain the security management procedures and guidelines?	
16.4	**Security Policies** Does the tool enable the production, maintenance and distribution of ISM policies?	
16.5	**Staff Records** Does the SMIS/tool accommodate staff details for security purposes?	
16.6	**Supplier Records** Does the SMIS/tool accommodate supplier organisation and staff records for security purposes?	
16.7	**Service Levels** Does the tool accommodate SLA and OLA details as relevant to information security?	
16.8	**Classification** Does the tool enable information to be classified according to its sensitivity and the impact of disclosure?	
16.9	**Risk Analysis** Does the tool assist with risk analysis and management assessments?	
16.10	**Access Management** Does the tool support the recording assignment and withdrawal of access rights to individuals and groups?	
16.11	**CMS Links** Can the tool access configuration management system information?	
16.12	**Security Incidents** Does the tool support the management of security incidents?	
16.13	**Management Reports** Can the tool produce reports 'out of the box' without additional products or consultancy services?	**Automated process flow not applicable**

17. SUPPLIER MANAGEMENT

Reference	Topic/Question	
17.1	**SCD** Does the tool have a supplier & contract database?	
17.2	**Supplier Records** Does the tool contain fields to hold adequate information about suppliers and their service provision? Such as company name, address, contact details and services provided.	
17.3	**UC/Agreements** Does the tool show if an underpinning contract/agreement has been established for services from any supplier?	
17.4	**Supplier Policy** Can the tool record supplier policy?	
17.5	**Supplier Categories** Does the tool accommodate the category of each supplier? That is, strategic, tactical, operational or commodity.	
17.6	**Risk Assessment** Does the tool accommodate the results of supplier risk assessments?	
17.7	**Supplier Evaluation** Does the tool support the supplier evaluation process? Eg, the inclusion of templates for noting criteria and key points such as references, track record or credit rating.	
17.8	**Supplier Status** Can the tool record supplier status, such as prime, probationary, or banned?	
17.9	**Responsibilities** Can the tool record the responsibilities and targets of suppliers for the services they deliver?	
17.10	**Contract Records** Can the tool accommodate contract details such as terms and conditions, service description and scope, payment structure/terms? This may include the attachment of documentation in various formats.	
17.11	**Contract Reviews** Does the tool support the contract review process (as distinct from 'service reviews)?	
17.12	**End of Term** Can the tool record the date of the end of the contract term?	
17.13	**Supplier Performance** Can the tool record supplier performance information? Could include review meeting minutes, reports, service improvement plans, an indication of value for money.	
17.14	**Management Reports** Can the tool produce reports 'out of the box' without additional products or consultancy services? Eg, reports by supplier category, contract renewal dates, suppliers with/without written agreements and many more.	**Automated process flow not applicable**
17.15	**Service Reviews** Does the tool have an indicator that service reviews have been scheduled/carried out with customers and suppliers?	

18. DEMAND MANAGEMENT

Reference	Topic/Question	
18.1	**Business Elements** Does the tool recognise different business processes and business units?	
18.2	**Demand Models** Can the tool generate demand models?	
18.3	**Resource Types** Can the tool recognise different types of resources, including people, processes and applications?	
18.4	**Demand Interactions** Can the tool assist with demand interactions between customer and suppliers?	
18.5	**Demand Predictions** Can the tool manage and predict demand based on frequency, volume, duration and location?	
18.6	**Other Requirements** Can the tool manage requirements associated with security, privacy and latency?	
18.7	**User Profiles** Can the tool record user profiles?	
18.8	**Pattern Matching** Can the tool match user profiles with patterns of business activities?	
18.9	**Waste Reduction** Can the tool identify waste and poor performance of assets?	

19. EVENT MANAGEMENT

Reference	Topic/Question	
19.1	**Event Records** Can the tool accommodate sufficient detail for each event generated? Eg, the device identity, component concerned, type of failure and date and time.	
19.2	**Incident Interface** Does the tool provide a direct interface to incident management for alerts and/or notifications? (See also question on Triggers below)	
19.3	**Escalations** Can the tool escalate alerts to support staff, engineers, third party suppliers? Eg, this may be via email or SMS messaging.	
19.4	**Event Filtering/Categorising** Can the tool filter event alerts by those that are for information, a warning or an exception?	
19.5	**Correlation Criteria and Rules** Can tool accommodate event criteria and rules that assist with impact assessment?	
19.6	**Prioritising Events** Does the tool assist with event prioritisation? Priority assignment would most likely be based on the criteria and rules set with the application.	
19.7	**Triggers** Can the tool generate triggers in response to recognised conditions? Eg, input to incident or change management processes, or executing actions via scripts or sending a text message.	
19.8	**Tracking Trends** Can the tool track trends? Eg, an increase in the number of events during a particular period.	
19.9	**Closing Events** Can the tool show when an action is complete and the event can be closed?	
19.10	**Management Reports** Can the tool produce reports/metrics from data held within the tool and without the need for the additional purchase of other products? Eg, number and percentage of events by category, by platform (eg Unix or Solaris), by significance, that required human intervention, that resulted in an RFC being raised (list of 10 in the book).	**Automated process flow not applicable**
19.11	**Design of Event & Alert detection** Does the tool enable events and alerts related to: business processes, service level requirements, awareness of similar and multiple events per CI or service, connection to incident prioritisation codes and categorizations, control action, knowledge of supporting and dependent CIs, the change schedule, incorporation of known error information from vendors?	
19.12	**Event & Alert Design in Service Design** Does the tool assist in the design of event & alert rules & correlations when the service is designed - as part of the service design package (SDP)?	

20. REQUEST FULFILMENT

Reference	Topic/Question	
20.1	**RF Record** Does the tool allow a request record to be raised?	
20.2	**RFC Date and Time Stamp** Does the tool automatically apply the date and time to new/updated records?	
20.3	**Request Status** Does the tool provide a field on each record in which to enter the status of the request? Eg, logged, WIP, closed.	
20.4	**Record Content** Can the tool accommodate sufficient fields to capture the details of the request? Eg, the service, who's raised the request, who the request will be assigned to, closure details.	
20.5	**Request Models** Does the tool enable request models to be set up for common requests? Eg, purchase and installation of a new PC, laptop or phone?	
20.6	**Self Help Requests** Does the tool provide the capability to establish self-help access to pre-defined lists of services?	
20.7	**Service Descriptions** Can the tool accommodate service descriptions that can be made visible to users when raising a request?	
20.8	**Change Integration** Does the tool allow a request for change (RFC) to be raised from the RF module?	
20.9	**Financial Approval** Does the tool enable financial approval to be sought and signed-off prior to the request being fulfilled?	
20.10	**Service Charges** Does the tool control the process for billing or cross-charging for the request being fulfilled?	
20.11	**Request Fulfilment** Does the tool automate the routing of requests to the appropriate person or team for fulfilment of the service? This could include internal and external people, departments or organisations.	
20.12	**Security of Services** Can the tool assist with ensuring that the requester is authorised to access the service being requested and/or that any software requested is licensed?	
20.13	**Monitoring Request Progress** Does the tool enable the monitoring of active requests to support the progress of it through to fulfilment and closure?	
20.14	**Functional Escalation** Does the tool allow responsibility for fulfilling or approving an SR record to be escalated to a more capable or senior fulfilment or approval performer based on pre-established and/or manually overridden conditions? (Such as service level target, operational level target, business priority, support tier)	
20.15	**Hierarchic Escalation** Does the tool allow accountability for fulfilling or approving an SR record priority to be escalated to a manager or other SLA-defined role over the responsible performer based on pre-established and manually overridden conditions? (Manager notification, supplier notification, business notification)	
20.16	**Closure Categories** Can the tool record closure categories?	

20.17	**Satisfaction Survey** Can the tool produce customer satisfaction surveys?	
20.18	**Service Desk Tool Integration** Can the tool be integrated with the service desk or incident management tool?	
20.19	**CMS Integration** Can the tool be integrated with the configuration management system?	
20.20	**Release Integration** Can the tool be integrated with release & deployment management tools?	
20.21	**Management Reports** Can the tool produce reports from any of the data fields that are held without the need to purchase additional products or consultancy services? Eg total number of SRs, status of SR, customer satisfaction and back-logs.	**Automated process flow not applicable**
20.22	**Rules for Reopening Requests** Does the tool support rules for when a service request can be re-opened?	

21. ACCESS MANAGEMENT

Reference	Topic/Question	
21.1	**Access Requests** Can the tool electronically receive access rights changes or requests from an RFC, a service request or from HR? Other authorised methods may be acceptable and possible.	
21.2	**Unique Identification** Can the tool accommodate information that uniquely identifies any individual? Eg, including name, address, contact details and employee number.	
21.3	**Required Information** Can the tool support the collection of sufficient relevant/necessary data to grant or remove access? Eg, that authorisation has been given by HR or a line manager plus a means of indicating job changes, transfers, resignation or death, retirement, disciplinary actions or dismissals.	
21.4	**External People** Can the tool record that external people can have legitimate access to some services? Eg, contractors, vendor staff or customers and an expiry date for their access.	
21.5	**Access Verification** Does the tool assist with the verification of users? Eg, could include a user name and password or biometrics.	
21.6	**Requirement Verification** Does the tool assist in the verification that the requester has a legitimate reason for accessing the requested service?	
21.7	**Identifying Conflicts** Does the tool assist with identifying conflicts by role? Eg, that one person cannot submit and authorise their expenses.	
21.8	**Role Definition** Can the tool support role definition and amendment of access rights by role?	
21.9	**Deletion of Obsolete Data** Does the tool enable the deletion of obsolete data? Eg, of roles and/or groups that are no longer needed.	
21.10	**Access Groups** Does the tool support the setting of access groups for easier management of access rights? Eg, home workers.	
21.11	**Service Access** Does the tool accommodate a 'standard' set of services to which any employee would have access? Eg, email, office automation and messaging.	
21.12	**User Lifecycle** Does the tool provide the means to easily move a user from one group, role or state to another? Eg, to show changes such as promotion, demotion, resignation or dismissal.	
21.13	**CMS Data Storage** Does the tool support CMS integration so that it could be used for data storage?	
21.14	**Management Reports** Can the tool produce reports from any of the data fields that are held without the need to purchase additional products or consultancy services? Eg, total number of requests for access and those that were or were not granted.	**Automated process flow not applicable**
21.15	**Directory Services** Does the tool interface with directory services for the management of access rights?	
21.16	**Secure Audit Log** Does the tool provide a secure audit log of all record updates?	**Automated process flow not applicable**

22. CONTINUAL SERVICE IMPROVEMENT

Reference	Topic/Question	
22.1	**CSI Register** Does the tool allow a new CSI initiative to be started/opened?	
22.2	**What to Measure** Can the tool record what should be measured? It may only be necessary for the tool to hold a manually created list.	
22.3	**Possible to Measure** Can the tool record what can be measured?	
22.4	**Gather Data** Can the tool gather data that is relevant to service improvement? Does this data link to, and update relevant plans (eg availability and capacity)?	
22.5	**Data Processing** Can the tool produce reports from the data gathered? Typically, reports would be by logical groupings, such as by service performance and show any trends that are occurring.	
22.6	**Data Analysis** Does the tool assist with the collection and analysis of the improvement business case (the 'as is' and 'to be' gap, the improvement context, cost, projected business value and net return justifying the improvement) and the actual business value of the improvement net of the cost of the improvement?	
22.7	**Presenting Information** Does the tool present information so that the different perspectives of customer, financial, internal and 'innovation & learning' are presented according to their particular goals and critical success factors.	
22.8	**Improvement Information Presentation Audience** Does the tool enable the grouping of people in the hierarchy to enable the correct level of detail to be given to each level? Eg, operations management may require more detail than directors.	
22.9	**Corrective Actions** Can the tool record and link to corrective actions to drive service improvement with links to the associated service requests, RFCs, change proposals, SIPs, and/or project and service portfolios?	
22.10	**Financial Control** Does the tool accommodate financial information relating to improvement initiatives?	
22.11	**Metrics** Can the tool accommodate metrics for technology (eg, for components and apps), processes (eg, CSFs and KPIs) and services (eg, end-to-end services)?	
22.12	**Business Case** Does the tool enable creation of a business case, linked to the initiative in the CSI register, to justify the reasons for undertaking an improvement initiative?	
22.13	**CSI Approach** Does the tool support the 5 stages of the CSI approach? Includes the steps from the vision to did we get there (the model is different from the 7 step process).	
22.14	**Gap Analysis** Does the tool enable a gap analysis to be carried out? This should include the gap between the 'as is' situation compared with the 'to be' aims.	

22.15	**Governance** Does the tool link all process and service CSFs, KPIs, metrics and measurements to the respective purpose (process), goals (service), objectives, mission and vision? This should be a criterion for every process.	
22.16	**Drill Down** Does the tool link core business/organization measures (revenue, market share, profit, ROI, budget, outcomes, output) to the balanced scorecard of IT core strategic measures and IT operational measures to IT management process metrics?	
22.17	**CSI Register** Does the tool enable the CSI governance body to use improvement justifications and other information to prioritise, sort, refine and track all improvements, and the requirements for them in the CSI register with version control and baselines?	
22.18	**Interoperability** Does the tool enable integration with other tools through the import, export and exchange of all objects (eg SDPs, SLAs, incidents, changes, Cis and service portfolios) with other tools using an open interchange format?	

23. BUSINESS RELATIONSHIP MANAGEMENT

Reference	Topic/Question	
23.1	**Business Relationship Management surveys** Does the tool facilitate the definition, testing and administration of customer satisfaction surveys?	
23.2	**Information on Customer Need linked** Does the tool enable the linking of critical customer information to the relevant registers, including requirements register, service design packages and the risk register to enable the understanding of patterns of action that will ensure a successful strategy and to assist in defining the position and plans?	
23.3	**Customer Portfolio** Does the tool support the creation and management of the customer portfolio, as part of the SKMS, to record all customers of the IT Service provider and provide the business relationship manager's view of the customers, to enable the understanding of the relationship between business outcomes, customers and services?	
23.4	**Identify Stakeholders - Define Business Case** Does the tool enable the requirements definition cycle: identify stakeholders, define outcomes, specify strategic requirements and funding, define business case, validate customer requirements, confirm costs & funding, and links into the requirements register?	
23.5	**Validate patterns of business activity** Can the tool enable the BR manager to validate, check trands, identify thresholds. and enable triggers based on patterns discovered & defined by demand management?	
23.6	**Confirm & Coordinate Customer involvement:** Does the tool enable the confirmation and coordination of customer involvement in design and transition?	
23.7	**Operational Involvement** Does the tool enable the BRM to communicate scheduled outages to customers in a timely manner, provide updates to customers on major incidents and monitor the escalation process?	
23.8	**CSI** Does the tool enable the BRM to report service performance, facilitate reviews on ability to meet strategic objectives and initiate service improvement plans?	
23.9	**BRM Process** Does the tool enable access to relevant inputs to enable the coordination of appropriate responses to customer requirements?	
23.10	**BRM Process** Does the tool enable the coordination of the BRM marketing, selling and delivery activities to the customer?	
23.11	**Business Information and Requirements** Does the tool enable business relationship management to initiate requests and obtain business information and requirements, so that these can be used in defining services and evaluating whether they would provide a sufficient return on investment?	
23.12	**Cloud Customers** Does the tool ensure service providers are able to respond quickly to changes in demand for both utility and warranty ie service elasticity?	

24. DESIGN COORDINATION

Reference	Topic/Question	
24.1	**Define & Maintain policies and methods** Does the tool facilitate the definition, maintenance and communication of design policies and methods?	
24.2	**Plan design resources & methods** Does the tool enable planning of the methods and resources to be used in design?	
24.3	**Coordinate Design Activities** Does the tool provide workflow and document management to support the coordination of design activities?	
24.4	**Manage Design risks & Issues** Does the tool provide a means to register, track and manage risks and issues arising from design and to associate them with requirements?	
24.5	**Design Review & handover** Does the tool provide the means to review all design documents, raise and record in the SDP related issues and/or risks and enable proper authorisation of acceptance or required mitigation of these?	
24.6	**Service Design Package** Does the tool provide a service design package (SDP) with all the required information, centralised access, version control, workflow, and links to service portfolio and service catalogue required to drive the full service lifecycle including the hand-over from service design to service transition?	
24.7	**Requirements Engineering** Does the tool support the business analysis activities required for requirements engineering (as in DSDM) - including: enterprise analysis, stakeholder identification, and the elicitation process and requirements analysis?	
24.8	**Non-Technical Requirements** Does the tool support the elicitation, definition, registration, tracking, validation of non-technical (non-functional) requirements for the organisation, including: user training, supportability, support staff training, marketing and communication related to the service and its deployment, service documentation, operational, organisational and cultural readiness?	

25. STRATEGY MANAGEMENT FOR IT SERVICES

Reference	Topic/Question	
25.1	**Automation** Does the tool enable strategy management service automation?	
25.2	**Benchmarking Strategic industry factors and competitive positions in playing fields** Does the tool enable the structuring, delivery and incorporation of benchmarks?	
25.3	**Benchmarking Strategic industry factors and competitive positions in playing fields** Does the tool facilitate the documentation of playing fields to conduct strategic analysis of market spaces, customer portfolios, service portfolios and customer agreement portfolios?	
25.4	**Benchmarking Strategic industry factors and competitive positions in playing fields** Does the tool enable and document management decisions as to which are the scenarios required to be constructed using applicable strategic industry factors, scales and indices?	
25.5	**Strategy Planning Documents** Does the tool support the creation, communication and maintenance of strategy documents, including: IT strategy, the service management strategy and the strategy plans for each service where appropriate?	
25.6	**Vision & Mission Statement** Does the tool support the identification of opportunities, internal & external, that may benefit the customer and constraints to these, enabling the production of a clear statement of vision and mission from the service providers perspective that can be reviewed and updated regularly?	
25.7	**Strategic -> Tactical & Operational governance** Does the tool enable the tracking of tactical & operational plans to ensure that they are faithful implementations of the strategic plans, and under change control?	
25.8	**Strategic Plans** Does the tool enable the control of all IT strategic plans, aligned to business plans, including: IT architecture, portfolio management (other than services), application management, infrastructure management, project management, technological direction?	
25.9	**Measurement** Does the tool enable the measurement of metrics to ensure that all stakeholders are represented in deciding the appropriate direction for the organization and that they all agree on its objectives and the means whereby resources, capabilities and investment are prioritised?	
25.10	**Management Control** Does the tool enable the tracking and workflow required to ensure that the resources, capabilities and investments are appropriately managed to achieve the strategy. Enabling risks and issues to be identified and added to the risk register and/or requirements register?	