

	B	C	D
1	ITSM/CMDB Tool Selection Criteria (General Requirements)		
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5			
6			
7	Category	Requirement ID	Requirements
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9	Conformity to Standards	GT0001	Include pre-built workflow templates that can be configured
10	Conformity to Standards	GT0002	Align to ITIL v3 framework and support core ITIL v3 processes, standards and terminology for the delivery of IT services
11	Conformity to Standards	GT0003	Provide a systematic link between all ITIL v3 process areas and associated records (e.g. incidents, service requests, problems, known errors, workarounds, requests for change (RFCs), releases, etc.)
12	Conformity to Standards	GT0004	Accessible through iOS, Android, or other native mobile application interfaces / apps
13	Conformity to Standards	GT0005	Offer device-agnostic platform support (e.g. Linux, Windows Server, etc.)
14	Conformity to Standards	GT0006	Support multiple communication channels including email, web, social media, online chat, SMS, and native support for mobile application platforms including iPhone, iPad, and Android devices.
15	Conformity to Standards	GT0007	Offer full-functionality and compliance for accessing the solution by the top web browsers (Firefox, IE7, and above, Chrome, Safari)
16	Conformity to Standards	GT0008	Comply with the applicable provisions of Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d).
17	Cost Structure	GT0009	Reduced-cost Licensing option for for student/part-time agents
18	Cost Structure	GT0010	Licensing option for approvals/reporting capabilities
19	Cost Structure	GT0011	Hosted (SAAS) service offering

	B	C	D
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2			
3			
4			
5			
6			
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8			
20	Cost Structure	GT0012	Licensing option for Named / Concurrent users
21	Cost Structure	GT0013	Self-hosted (On-Premise) service offering
22	Cost Structure	GT0014	Provide Single Sign On (SSO) access for all VA customers, fulfillers, and approvers
23	Cost Structure	GT0015	Licensing options for test and development instances to conduct development, testing, demonstration, and training activities
24	Data Integrity & Security	GT0016	Prevent loss of data integrity in the event of system outage or failure
25	Data Integrity & Security	GT0017	Provide 256-bit encryption for data either at-rest or in-transit
26	Data Integrity & Security	GT0018	Proactively monitor and report security events / incidents
27	Data Integrity & Security	GT0019	Ability to create, assign, and set required fields
28	Data Integrity & Security	GT0020	Vendor facilities must have management, operation, and technical controls in place (NIST 800-53, FedRAMP, and/or SAS 70 Type II) for the protection of data
29	Flexibility / Scalability / Usability	GT0021	Ability to escalate cases between multiple tiers or levels of consultants and groups
30	Flexibility / Scalability / Usability	GT0022	Support workstation clients operating under Microsoft Windows XP and Windows 7

	B	C	D
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2			
3			
4			
5			
6			
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8			
31	Flexibility / Scalability / Usability	GT0023	Ability to create custom reports without the use of coding (e.g. complex SQL statements)
32	Flexibility / Scalability / Usability	GT0024	Ability to auto-populate ticket fields based on templates (e.g. password reset)
33	Flexibility / Scalability / Usability	GT0025	Ability to flag tickets for follow-up (Training, specific instances, quality review, etc.)
34	Flexibility / Scalability / Usability	GT0026	Ability to send custom emails to customers when specified criteria is met (e.g. Ticket is closed, escalated, or reassigned)
35	Flexibility / Scalability / Usability	GT0027	Ability to easily build workflows within and between task and project queues (i.e. queue configuration)
36	Flexibility / Scalability / Usability	GT0028	Ability for customers to review existing ticket (e.g. Incident, Change, Service Requests, Billing information) history and add additional notes/information
37	Flexibility / Scalability / Usability	GT0029	Ability for users to subscribe to published incidents, knowledge, and other information / threads
38	Flexibility / Scalability / Usability	GT0030	Ability to add, delete and modify fields and field values globally and locally (for a specific sub-groups, types of requests or queue)
39	Flexibility / Scalability / Usability	GT0031	Ability to create and assign sub-tasks within one ticket
40	Flexibility / Scalability / Usability	GT0032	Ability to create related tasks from a ticket
41	Flexibility / Scalability / Usability	GT0033	Ability to differentiate ticket types

	B	C	D
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2			
3			
4			
5			
6			
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8			
42	Flexibility / Scalability / Usability	GT0034	Ability to drive workgroup routing by Categorization or Configuration Item
43	Flexibility / Scalability / Usability	GT0035	Ability to manually route or assign tickets
44	Flexibility / Scalability / Usability	GT0036	Ability to set Priority / Severity level
45	Flexibility / Scalability / Usability	GT0037	Ability to track approvals of certain tasks when required
46	Flexibility / Scalability / Usability	GT0038	Update tickets via e-mail including, status, priority, assignment, notes, and additional fields
47	Flexibility / Scalability / Usability	GT0039	Attach documents to tickets
48	Flexibility / Scalability / Usability	GT0040	Auto-populate a ticket with user information via single sign on (SSO) portal
49	Flexibility / Scalability / Usability	GT0041	Automate alerts to individuals or groups (List the type of alerts available - e.g. e-mail, SMS, etc.)
50	Flexibility / Scalability / Usability	GT0042	Ability for end-users to personalize their viewing pane (customizable screen display, tool preferences, charts, reports, filters, searches, bookmarks, etc.)
51	Flexibility / Scalability / Usability	GT0043	Ability for administrators to assign/re-assign individuals to a group
52	Flexibility / Scalability / Usability	GT0044	End-user acceptance capability: Ability to accept legal acceptable use policy (e.g. permission to repair, not held liable, etc.)

	B	C	D
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2			
3			
4			
5			
6			
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8			
53	Flexibility / Scalability / Usability	GT0045	Track all changes to the ticket environment (Addition of new work notes permitted)
54	Flexibility / Scalability / Usability	GT0046	Provide auto-generated / scheduled ticket generation
55	Flexibility / Scalability / Usability	GT0047	Advanced search criteria (index based, full word, keyword, and meta data)
56	Flexibility / Scalability / Usability	GT0048	Automated workflows mapped to structured processes
57	Flexibility / Scalability / Usability	GT0049	Ability to create templates for ticket creation
58	Flexibility / Scalability / Usability	GT0050	Ability to set pre-approved communications, response templates, and phone messages
59	Flexibility / Scalability / Usability	GT0051	Built-in escalation capabilities
60	Flexibility / Scalability / Usability	GT0052	Provide for partitioned views (e.g., co-tenancy) for multiple business units to support daily operations, deliver partitioned and customizable views for both end users and support analysts for each business unit, while supporting roll-up reporting allowing information to be queried across all partitions.
61	Flexibility / Scalability / Usability	GT0053	Provide the ability to migrate newly configured or changed functionality from the test environment to the production environment
62	Flexibility / Scalability / Usability	GT0054	Submit and track tickets on behalf of users (Non-Affiliates) outside of the ITSM solution
63	Flexibility / Scalability / Usability	GT0055	Ability to associate related tickets

	B	C	D
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2			
3			
4			
5			
6			
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64	Flexibility / Scalability / Usability	GT0056	System automatically prompts user with potentially related tickets based on established criteria
65	Flexibility / Scalability / Usability	GT0057	Ability to prioritize and categorize calls (incident, Service Request, Request for Information, etc.) and report on different categories
66	Flexibility / Scalability / Usability	GT0058	Searchable incident, problem, known error, and workaround knowledge bases by agent and client
67	Flexibility / Scalability / Usability	GT0059	Support configuration of workflows using 'drag-and-drop' design solutions within the system configuration solution set
68	Flexibility / Scalability / Usability	GT0060	Scale to support users across a geographically disbursed environment
69	Flexibility / Scalability / Usability	GT0061	Ability to hard-schedule appointments for technicians
70	Flexibility / Scalability / Usability	GT0062	Ability to view schedules for technicians and integrate with a calendar system (Google or Exchange)
71	Flexibility / Scalability / Usability	GT0063	Integrated budgeting for real-time tracking/reporting of staff time, resources, etc.
72	Flexibility / Scalability / Usability	GT0064	Provide billing capabilities
73	Flexibility / Scalability / Usability	GT0065	Provide timekeeping capabilities
74	Flexibility / Scalability / Usability	GT0066	SLA-based ticket escalation

	B	C	D
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2			
3			
4			
5			
6			
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8			
75	Flexibility / Scalability / Usability	GT0067	Ability to create, schedule, and manage customized surveys (multi-language)
76	Flexibility / Scalability / Usability	GT0068	Set rules on when to send surveys (e.g. after so many requests from a user is closed)
77	Flexibility / Scalability / Usability	GT0069	Tool can be used to generate and send non-feedback surveys
78	Flexibility / Scalability / Usability	GT0070	Ability to Manage tickets (tickets, tasks, projects, etc.), update client information, and knowledge base articles
79	Integration / API	GT0071	Available APIs to facilitate integration and automation
80	Integration / API	GT0072	Provide built-in support for integration of e-mail
81	Integration / API	GT0073	Provide single sign-on (SSO) for all ITSM solution application components
82	Integration / API	GT0074	Support single sign-on (SSO) for all ITSM solution components
83	Integration / API	GT0075	Fully integrate with Microsoft Active Directory (LDAP) and capable of integration with Google single sign-on
84	Integration / API	GT0076	Integrates with SCCM or Other industry Enterprise Software Distribution Systems
85	Integration / API	GT0077	Role-based access control based on LDAP group membership

	B	C	D
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2			
3			
4			
5			
6			
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8			
86	Integration / API	GT0078	Ability to create ad-hoc reports via external report tools, APIs, programs and scripts
87	Integration / API	GT0079	Ability to import information from multiple data sources
88	Integration / API	GT0080	Ability to query and display information from enterprise systems automatically (e.g. AD, WSUS, Anti-virus, Exchange, Papercut, etc.)
89	Integration / API	GT0081	Ability to query external data sources to create more comprehensive reports (e.g. Incident data tied together with data from ERP)
90	Integration / API	GT0082	Ability to auto-generate an incident/case/ticket when a call is answered (i.e. Phone system integration)
91	Integration / API	GT0083	Solution should come with pre-built integration with many other applications, as well as offering APIs for custom integrations. Provide a list of available and included pre-built integrations
92	Integration / API	GT0084	Ability to integrate with authentication systems - AD, Shibboleth, CAS, LDAP. List the methods that are natively supported
93	Integration / API	GT0085	Ability to push changes to AD from ITSM tool
94	Integration / API	GT0086	Active Directory: Import Users/Rights from AD, LDAP. Scheduled Import from AD and LDAP, Easy implementation, Support for Open Standards
95	Integration / API	GT0087	Provide Exchange Support
96	Vendor Support	GT0088	Provide estimates of preferred staffing levels based upon previous installations

	B	C	D
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2			
3			
4			
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6			
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8			
97	Vendor Support	GT0089	Ability to configure system for high availability and failover - system to continue to function across redundant servers/datacenters in the event of hardware failure (provide details of how that might work--e.g. load balancing, virtual machines, etc.)
98	Vendor Support	GT0090	Customer references
99	Vendor Support	GT0091	Preserve customizations through patching and upgrade cycles
100	Vendor Support	GT0092	Financial institution references
101	Vendor Support	GT0093	Industry references
102	Vendor Support	GT0094	Longevity of business
103	Vendor Support	GT0095	Provide extensive product documentation
104	Vendor Support	GT0096	Provide the ability to opt-in or opt-out of new features and capabilities introduced into the ITSM solution set
105	Vendor Support	GT0097	Rights to Data – The government maintains rights to all data entered within the solution. Upon expiration or non-renewal of subscription, the government must be provided native data extracts of all system/user data captured during the course of subscription use
106	Vendor Support	GT0098	Vendor must provide full version updates, specify how often those updates are available, and what those updates will require from Client

	B	C	D	E
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3				
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8	<p>Purpose:</p> <p>The purpose of demand management is to understand, anticipate and influence customer demand for services and to work with capacity management to ensure the service provider has capacity to meet this demand. Demand management works at every stage of the lifecycle to ensure that services are designed, tested and delivered to support the achievement of business outcomes at the appropriate levels of activity.</p> <p>Objectives:</p> <p>The objectives of demand management are to:</p> <ul style="list-style-type: none">• Identify and analyse patterns of business activity to understand the levels of demand that will be placed on a service.• Define and analyse user profiles to understand the typical profiles of demand for services from different types of user.• Ensure that services are designed to meet the patterns of business activity and the ability to meet business outcomes.• Work with capacity management to ensure that adequate resources are available at the appropriate levels of capacity to meet the demand for services, thus maintaining a balance between the cost of service and the value that it achieves.• Anticipate and prevent or manage situations where demand for a service exceeds the capacity to deliver it. <p>• Gear the utilization of resources that deliver services to meet the fluctuating levels of demand for those services.</p> <p>Scope:</p> <p>The scope of the demand management process is to identify and analyse the patterns of business activity that initiate demand for services, and to identify and analyse how different types of user influence the demand for services.</p> <p>Demand management activities should include:</p> <ul style="list-style-type: none">• Identifying and analysing patterns of business activity associated with services• Identifying user profiles and analysing their service usage patterns• Identifying, agreeing and implementing measures to influence demand together with capacity management. This is sometimes called the ‘management of demand’.	Demand Management	SS0001	Manage and forecast the demand of products and services in an IT Service environment
9		Demand Management	SS0002	Ability to identify Patterns of Business Activity (PBA) through reporting
10				Ability to document the following attributes associated with PBAs: <ul style="list-style-type: none">• Classification• Frequency• Volume• Location• Duration• Requirements (performance, security, availability, privacy, latency or tolerance for delays)• Service Asset Requirements
11		Demand Management	SS0003	
12		Demand Management	SS0004	Ability to support or interface with systems that support the following: Business Relationship Management, Financial Management, Service Portfolio Management, SLM, Availability Management, Capacity Management, ITSCM, Change Management, SACM, Service Validation and Testing, Seven-Step Improvement process, etc.
13				Ability to report on the following KPIs: <ul style="list-style-type: none">• Patterns of business activity are defined for each relevant service.• Patterns of business activity have been translated into workload information by capacity management.• Documented user profiles exist and each contains a demand profile for the services used by that type of user.• Demand management activities are routinely included as part of defining the service portfolio.• Capacity plans include details of patterns of business activity and corresponding workloads.• Utilization monitors show balanced workloads. Minimal over-utilization and a maximum amount of unused capacity (this is to prevent technical groups from over-investing in capacity to avoid being blamed for over-utilization).• Techniques to manage demand have been documented in capacity plans and, where appropriate, in service level agreements.• Differential charging (as an example of one such technique) has resulted in a more even demand on the service over time.
14		Demand Management	SS0005	
15		Demand Management	SS0006	Ability to track User Profiles (ex. Sr Executives, Highly mobile executives, Office-based staff, etc.) against PBAs
16				Ability to automatically initiate Demand activities associated with the following triggers: <ul style="list-style-type: none">• A request from a customer for a new service, or change to an existing service. This will be initiated through business relationship management and service portfolio management.• A new service is being created to meet a strategic initiative – this will be initiated through service portfolio management.• A service model needs to be defined, and patterns of business activity and/or user profiles must be defined.• Utilization rates are causing potential performance issues, or a potential breach to an SLA.• An exception has occurred to forecast patterns of business activity.
17		Demand Management	SS0007	
18		Demand Management	SS0008	Ability to create dashboards to track resource capacity and demand in real-time
19		Demand Management	SS0009	Ability to predict and monitor scenarios which require adjustments to resources when plans or priorities change
20		Demand Management	SS0010	Calculate Return on Investment (ROI) on deployed resources
21		Demand Management	SS0011	Track and monitor budgets in real-time
22		Demand Management	SS0012	Utilize Business Demand Management to create an efficient, structured process for demand intake and disposition
23	<p>Purpose:</p> <p>The purpose of financial management for IT services is to secure the appropriate level of funding to design, develop and deliver services that meet the strategy of the organization. At the same time financial management for IT services is a gatekeeper that ensures that the service provider does not commit to services that they are not able to provide. Financial management for IT services identifies the balance between the cost and quality of service and maintains the balance of supply and demand between the service provider and their customers.</p> <p>Objectives:</p>	Financial Management	SS0015	Predict cost and income by preparing a plan with anticipated customer demand for the services and related costs
24		Financial Management	SS0016	Cost modeling to predict "cost for customer" and "cost by service" in regards to hardware/software, licensing, accommodation, and accounting
25		Financial Management	SS0017	Develop reports to gauge trends and predict changes to cost model and demand of services
26		Financial Management	SS0018	Manage the allocation of the costs of delivering IT services across the department and divisions of the organization
27		Financial Management	SS0019	Monitor the service portfolio budget and spend in order to identify all IT expenses for a specified period of time and ensure the appropriate funding is available to sustain operations
28		Financial Management	SS0020	Identify costs when adding hardware for the following: installation, cabling, Operating System Software, Capacity-based software upgrades, facilities, administration, maintenance, consumables, backup/recovery
29		Financial Management	SS0021	Integrate a cost recovery methodology where costs are apportioned by service and recovered from organization units in a fair and equitable manner
30		Financial Management	SS0022	Ability to track internally funded projects vs. externally funded projects
31		Financial Management	SS0023	Ability to support both Cost and/or Profit center types
32		Financial Management	SS0024	Ability to document the different funding models and how they apply to IT (Rolling plan funding, Trigger-based funding, Zero-based funding)
33				Ability to create cost models (By IT Organization, By Service, By Customer, By Location, or Hybrid) to determining: <ul style="list-style-type: none">• How expenditure items will be recorded and tracked• How each item will be classified in accounting terms• How costs will be allocated to services and/or customers• How costs will be reported
34		Financial Management	SS0025	
35		Financial Management	SS0026	Ability to categorize cost into Cost Types (Hardware, Software, People, Facilities, Consulting, etc.) and Cost Elements (People Element - Payroll, Benefits, Travels, etc.).
36		Financial Management	SS0027	Ability to classify costs as Capital costs (Capex) or Operational costs (Opex) and calculate depreciation accordingly
37		Financial Management	SS0028	Ability to classify costs as Direct or Indirect and allowing for the appropriate allocation of the cost based on the classification chosen
38		Financial Management	SS0029	
39		Financial Management	SS0030	Ability to track the allocation of cost by method used: Activity-based costing, Utilization-based allocation, Agreed basis for allocation, Indirect cost rate
		Financial Management	SS0031	Ability to classify costs as Fixed or Variable costs
		Financial Management	SS0032	Ability to display a Chart of Accounts via dashboard

	B	C	D	E
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2				
3				
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8	<p>The objectives of Financial Management for IT Services include:</p> <ul style="list-style-type: none">• Defining and maintaining a framework to identify, manage and communicate the cost of providing services• Evaluating the financial impact of new or changed strategies on the service provider• Securing funding to manage the provision of services• Facilitating good stewardship of service and customer assets to ensure the organization meets its objectives. This should be done together with Service Asset and Configuration Management and Knowledge Management <p>• Understanding the relationship between expenses and income and ensuring that the two are balanced according to the organization's financial policies</p> <p>• Managing and reporting expenditure on service provision on behalf of the organization's stakeholders</p> <p>• Executing the financial policies and practices in the provision of services</p> <p>• Accounting for money spent on the creation, delivery and support of services</p> <p>• Forecasting the financial requirements for the organization to be able to meet its service commitments to its customers, and compliance with regulatory and legislative requirements</p> <p>• Where appropriate, defining a framework to recover the costs of service provision from the customer</p> <p>Scope: Financial Management consists of three main processes:</p> <ul style="list-style-type: none">• Budgeting – This is the process of predicting and controlling the income and expenditure of money within the organization. Budgeting consists of a periodic negotiation cycle to set budgets (usually annual) and the monthly monitoring of the current budgets• Accounting – This is the process that enables the IT organization to account fully for the way its money is spent (particularly the ability to identify costs by customer, by service and by activity). It usually involves accounting systems, including ledgers, charts of accounts, journals etc. and should be overseen by someone trained in accountancy• Charging – This is the process required to bill customers for the services supplied to them. This requires sound IT accounting practices and systems	Financial Management	SS0032	Ability to automatically initiate Financial Mangement activities based on the following triggers: <ul style="list-style-type: none">• Unexpected increase or decrease in costs• Under-utilization of services by customers• Over-utilization of services by customers• Inaccurate business planning• Unexpected changes to the external envrionment• Unexpected changes to the internal environment
40		Financial Management	SS0033	Ability to support and track Busgeting activities (Analysis of previous budgets, Funding & Spending changes, Assessment of plans, Cost & Income estimation, Budgets)
41		Financial Management	SS0034	Ability to charge and track charges for services and the methodology used for pricing the service
42		Financial Management	SS0035	Ability to automате billing
43		Financial Management	SS0036	Ability to support internally or interface with systems providing: Strategy Management for IT Services, Service Portfolio Management, Business Relationship Management, Capacity and Availability Management, Change Management, SACM, and Continual Service Improvement
44				Ability to report on the following KPIs: <ul style="list-style-type: none">• Enterprise Financial Management has established standards, policies and charts of accounts which it requires all business units to use and comply with. Audits will indicate the extent of compliance• The FM framework specifies how services will be accounted for, and regular reports are submitted/used for measuring the service provider's performance• Internal service providers receive the funding required to provide the agreed services – showing a break-even at the end of the financial planning period• External service providers are able to sell services at the required levels of profitability• Funding is made available for research and development of new services, or improvements to existing services• The expenditure of the service provider is recorded in a timely and accurate fashion, according to enterprise Financial Management requirements• Standard financial reports (as determined by policy or regulation) are produced on time and provided to the appropriate stakeholder• Each major decision will be reviewed in terms of the accuracy of the outcome compared to what was forecast• The service provider uses an accounting system, and this is configured to report on its costs by service• Regular reports are provided on the costs of services in design, transition and operation• Financial reports are structured according to the service in the service portfolio• Financial forecasts are accurate to within an agreed percentage of the forecast amount• Charging for IT services is conducted as agreed with customers (accurately and on time)• Complaints or queries about charges raised occur below an agreed percentage, and are resolved within an agreed time• Patterns of business activity are defined for each relevant service.• Patterns of business activity have been translated into workload information by capacity management.• Documented user profiles exist and each contains a demand profile for the services used by that type of user.• Demand management activities are routinely included as part of defining the service portfolio.• Capacity plans include details of patterns of business activity and corresponding workloads.• Utilization monitors show balanced workloads. Minimal over-utilization and a maximum amount of unused capacity (this is to prevent technical groups from over-investing in capacity to avoid being blamed for over-utilization).• Techniques to manage demand have been documented in capacity plans and, where appropriate, in service level agreements.• Differential charging (as an example of one such technique) has resulted in a more even demand on the service over time.
45		Financial Management	SS0037	
46		Financial Management	SS0038	Integrate a profit center methodology where profit is generated by delivering IT Services
47		Financial Management	SS0039	Provide IT Investment Analysis for the financial information allowing management to make informed decisions on provisioning new or enhanced IT Services, including: Return on Investment (ROI), Total Cost of Ownership (TCO), and Return on Capital Employed (ROCE)
48		Financial Management	SS0040	Utilize the usage of chargebacks to force individual business units to control their consumption of IT Services
49		Financial Management	SS0041	Ability to assign staff to support the implementation and sustainment of a project
50		Financial Management	SS0042	Calculating performance data staffing level requirements
51		Financial Management	SS0043	Ability to develop a cost model within a budgeting framework
52		Service Portfolio Management	SS0044	Create, manage and improve a service portfolio containing a detailed design package for each IT service
53		Service Portfolio Management	SS0045	Ability to create and track Service Models
54		Service Portfolio Management	SS0046	Ability to support each activity and phase of the Service Portfolio Management Lifecycle (Phases: Define, Analyze, Approve, and Charter)
55		Service Portfolio Management	SS0047	Ability to support the Option Space tool methods to guide decisions to invest and when by tracking: <ul style="list-style-type: none">• Value-to-cost, Volatility, Market Spaces, Customers (New or Existing). , etc.Customer Needs (Under-served or Over-served)
56		Service Portfolio Management	SS0048	Ability to classify services into three strategic categories (Run the business, Grow the business, Transform the business) and subcategories (Venture, Growth, Discretionary, Non-discretionary, and Core)
57		Service Portfolio Management	SS0049	Ability to house Business Case data
58		Service Portfolio Management	SS0050	Ability to track Service approval decisions (Retain/build, Replace, Rationalize, Refactor, Renew, Retire)
59		Service Portfolio Management	SS0051	Ability to house the data associated with a Service Charter (Description, Background, Scope, Objectives, Assumptions, Sponsorship, Deliverables and quality requirements, Organization and responsibilities, Resources allocated, Risks and constratings, Stages, Schedule, Project Control, and Project Authority)
60		Service Portfolio Management	SS0052	Ability to automatically initiate activities associated with Service Portfolio Management via the following triggers: <ul style="list-style-type: none">• A new strategy has been devised, or an existing strategy is being changed.• Business relationship management receives a request for a new service or a change to an existing service.• Service improvement opportunities from CSI.• Feedback from design, build and transition teams to indicate the status of the service during the charter stage of the process.• Service level management reviews that identify a service is not meeting its expected outcomes or that it is not being used in the way it was intended.• Financial management for IT services indicates that a service costs significantly more or less than anticipated, thus impacting the potential return on investment for that service.

	B	C	D	E
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2				
3				
4				
5				
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8	<p>Purpose:</p> <p>The purpose of service portfolio management is to ensure that the service provider has the right mix of services to balance the investment in IT with the ability to meet business outcomes. It tracks the investment in services throughout their lifecycle and works with other service management processes to ensure that the appropriate returns are being achieved.</p> <p>Objectives:</p> <p>The objectives of service portfolio management are to:</p> <ul style="list-style-type: none">• Provide a process and mechanisms to enable an organization to investigate and decide on which services to provide, based on an analysis of the potential return and acceptable level of risk• Maintain the definitive portfolio of services provided, articulating the business needs each service meets and the business outcomes it supports• Provide a mechanism for the organization to evaluate how services enable them to achieve their strategy, and to respond to changes in their internal or external environments• Control which services are offered, under what conditions and at what level of investment• Track the investment in services throughout their lifecycle, thus enabling the organization to evaluate its strategy, as well as its ability to execute against that strategy• Analyze which services are no longer viable and when they should be retired. <p>Scope:</p> <p>The scope of service portfolio management is all services a service provider plans to deliver, those currently delivered and those that have been withdrawn from service. The primary concern of service portfolio management is whether the service provider is able to generate value from the services. Service portfolio management will therefore track investments in services and compare them to the desired business outcomes.</p>			<ul style="list-style-type: none">• A formal Service Portfolio Management process exists under the ownership of the Service Portfolio Management process owner• The Service Portfolio Management process is audited and reviewed annually and meets its objectives• Every service has a documented statement of the initial investment made in the service• Accounting records are produced on a monthly or quarterly basis to show the ongoing investment in each service• Customer surveys indicate a high level of satisfaction with the value they are receiving• Each service has documented risks associated with it• A service portfolio exists and is used as the basis for deciding which services to offer. An audit shows that every service is documented in the service portfolio• There is a documented process for defining the business need and business outcome• Each service in the service portfolio is linked to at least one business outcome. This is verified through a regular review of the service portfolio• Service Portfolio Management provides regular and structured feedback to strategy management for IT services regarding the performance of each service and its ability to meet stated business outcomes• An audit of strategy documents and the service portfolio shows that the business outcomes in the service portfolio are consistent with those stated in the relevant strategy• The investment in each service is quantified in the service portfolio• Investment in each service is reported, starting with the initial investment, and followed by monthly, quarterly, or annual reporting on ongoing investments• The investments made are consistent with the projected return on investment forecasts• Number of services retired• Number of services reinstated after being retired• Increase in the number of services recorded and managed within the service catalog as a percentage of those being delivered and transitioned in the live environment• Percentage reduction in the number of variances detected between the information contained within the service catalog and the ‘real-world’ situation• Percentage increase in completeness of the customer-facing views of the service catalog against operational services• Percentage increase in business user survey responses showing knowledge of services listed in service catalog• Increase in measured business user access to intranet-based service catalog• Percentage increase in completeness of supporting services against the IT components that make up those services• Increase in service desk and other IT staff having access to information to support all live services, measured by the percentage of incidents with the appropriate service-related information
61		Service Portfolio Management	SS0053	
62		Service Portfolio Management	SS0054	Ensure documentation of every service planned, operated, and retired by service provider
63		Service Portfolio Management	SS0055	Ability to establish standardized activities and procedures for onboarding new services
64		Service Portfolio Management	SS0056	Enable reviews on services and their design packages at regular intervals
65		Service Portfolio Management	SS0057	Measure benefits and potential value generation of IT Services as they relate to the Service Portfolio
66		Service Portfolio Management	SS0058	Ability to align requests for new services or for enhancements to Service Catalog
67		Service Portfolio Management	SS0059	Plan and develop new and enhanced services for requests that have been approved
68		Service Portfolio Management	SS0060	Deploy new and enhanced services into operation
69		Service Portfolio Management	SS0061	Manage and support operational services effectively
70		Service Portfolio Management	SS0062	Identify services as candidates for retirement that no longer have business value
71		Service Portfolio Management	SS0063	Collect information and inventory on existing services and establish requirements to maintain those services (Business Relationship Mapping)
72		Service Portfolio Management	SS0064	Ability to measure financial viability, operational capability, and technical feasibility of requested services
73		Service Portfolio Management	SS0065	Maintain service description, business case, value proposition, priority, risks, offerings, packaging, costs, and pricing through the lifecycle of the service project
74		Service Portfolio Management	SS0066	Ability to manage a service pipeline to include cost, risk, and expected business value
75		Service Portfolio Management	SS0067	Alignment with Service Catalog to include all services that have been approved, in development, or currently deployed, which includes Service description, Policies, SLAs, ordering, support, and pricing
76		Service Portfolio Management	SS0068	Ability to differentiate business service catalog (analogous to the product catalog) and a technical service catalog (analogous to the manufacturing product assembly documents that make up each product)
77		Service Portfolio Management	SS0069	Ability to discover, populate, and dynamically maintain a CMDB in support of the service catalog
78		Service Portfolio Management	SS0070	Ability to create a service portfolio and align services to the portfolio
79	<p>Purpose:</p> <p>The purpose of a service strategy is to articulate how a service provider will enable an organization to achieve its business outcomes; it establishes the criteria and mechanisms to decide which services will be best suited to meet the business outcomes and the most effective and efficient way to manage these services.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Analyze the internal and external environments in which the service provider exists, to identify opportunities that will benefit the organization• Identify constraints that might prevent the achievement of business outcomes, the delivery of services or the management of services; and define how those constraints could be removed or their effects reduced	Strategy Management	SS0071	<p>Ability to initiate Strategy Management activities via the following triggers:</p> <ul style="list-style-type: none">• Annual planning cycles• New Business Opportunity• Changes to internal or external environments• Mergers or acquisitions
80		Strategy Management	SS0072	Ability to house and track strategic plans
81		Strategy Management	SS0073	<p>Ability to support the following Strategy Management activities:</p> <ul style="list-style-type: none">• Strategic Assessments• Strategy Generation• Strategy Execution
82		Strategy Management	SS0074	<p>Enable the analysis of strengths and weaknesses for:</p> <ul style="list-style-type: none">• Existing Services• Financial• Human Resources• Operations• Relationship with the business units (for internal service providers)• Resources and capabilities• Existing projects
83		Strategy Management	SS0075	Ability to flag and manage strategic assets of service providers, including resources and capabilities

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Strategy Requirements)			
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8	<ul style="list-style-type: none">• Agree the service provider’s perspective and review regularly to ensure continued relevance. This will result in a clear statement of the vision and mission of the service provider• Establish the position of the service provider relative to its customers and other service providers. This includes defining which services will be delivered to which market spaces, and how to maintain a competitive advantage• Produce and maintain strategy planning documents and ensure that all relevant stakeholders have updated copies of the appropriate documents. This will include the IT strategy, the service management strategy and the strategy plans for each service where appropriate• Ensure that strategic plans have been translated into tactical and operational plans for each organizational unit that is expected to deliver on the strategy• Manage changes to the strategies and related documents, ensuring that strategies keep pace with changes to the internal and external environments <p>Scope:</p> <ul style="list-style-type: none">• IT Strategy - determines whether a strategic objective is technologically possible, and what level of investment would be required to meet that objective.• IT Tactics - ensures IT Tactics support business tactics and when they don't, then assist in deciding what level of investment is required to address the situation• IT Service Operation - the way in which the different operational environments are coordinated and how they interact. Used to Validate strategy			<p>Ability to report on the following KPIs:</p> <ul style="list-style-type: none">• Every market space in the strategy is supported by documented evidence of the opportunity.• Every finding or recommendation in the strategic assessment is based on validated information.• Forecasts and findings from external research are validated at the end of the planning period and found to be accurate within 5%.• Number of corrective actions taken to remove constraints, and the result of those actions on the achievement of strategic objectives.• Vision and mission statements have been defined and all staff members have been trained on what they mean in terms of their roles and jobs within the organization.• Each business unit has a strategic plan that clearly shows how the business unit’s activities are linked to the objectives, vision and mission of the organization.• Every strategic and tactical plan contains a statement of how the contents of the plan support the competitive advantage of the service provider.• (For external service providers) The organization wins a defined percentage of all proposed business deals within the identified market space.• (For internal service providers) Funding is made available to support the strategic initiatives, and a return on investment can be demonstrated by the business units.• Each service in the service portfolio has a statement about which business outcomes it meets, and is measured in terms of these outcomes.• Every service in the service portfolio has an explanation about which market spaces it is delivered to, and what opportunities it will meet. A set of metrics has been defined and reported against, which show that the service is meeting the identified opportunity.• Audit results show that each stakeholder has an updated copy of the appropriate planning document.• Stakeholders can provide an overview of the content of the strategy documents relevant to their business unit.• All documents are under document control and changes to the documents have been made through the appropriate change control measures.• Every organizational unit lead can identify the plans for their unit, and provide an overview of the contents of the plan.• Each tactical and operational plan is identified by the strategic plans they support, and changes to the strategy are managed through change control to ensure that tactical and operational plans are aligned• Number of strategic objectives that are not met – identified by CSI activities.• Deviation from activities and patterns identified in the strategy.• Number of changes to internal and external environments identified, compared with the number of changes made to strategy documents
84		Strategy Management	SS0076	
85		Strategy Management	SS0077	Ability to create custom executive dashboards to display CSFs and KPIs for services across the enterprise
86		Business Relationship Management	SS0078	Ability to create and store high-level customer requirements for a proposed new service
87		Business Relationship Management	SS0079	Ability to document the proposed new service's business case
88		Business Relationship Management	SS0080	Ability to facilitate the confirmation of the customer's detailed functionality requirements for a new service
89		Business Relationship Management	SS0081	Ability to facilitate the confirmation of the customer's requirement for service availability
				<p>Ability to create and track customer portfolios to include:</p> <ul style="list-style-type: none">• Business relationship manager name• Description of customer's business, and key business outcomes• List of services provided to the customer (link to the service portfolio) along with any specific commitments for those services (link to agreements or contracts in the customer agreement portfolio)• Historic and projected revenue (and margins for external service providers).• List of regular meetings with a description of the content and expected attendees at each meeting• Description of the reports that are produced, who receives those reports and what action will be taken as a result of the reports• Description of how and when performance will be reviewed• Overview of past performance, major issues or events and how these were handled• Outline of planned future services for this customer• Schedule of agreement or contract reviews.
90	Purpose:	Business Relationship Management	SS0082	
91	<ul style="list-style-type: none">• To establish and maintain a business relationship between the service provider and the customer based on understanding the customer and its business needs• To identify customer needs and ensure that the service provider is able to meet these needs as business needs change over time and between circumstances. Business Relationship Management ensures that the service provider understands these changing needs• Business Relationship Management also assists the business in articulating the value of a service. <p>Put another way, Business Relationship Management ensures that customer expectations do not exceed what they are willing to pay for, and that the service provider is able to meet the customer’s expectations before agreeing to deliver the service</p>	Business Relationship Management	SS0083	Enable the ability to measure customer satisfaction with services
	<p>Objectives:</p> <ul style="list-style-type: none">• Ensure that the service provider understands the customer’s perspective of service, and is therefore able to prioritize its services and service assets appropriately• Ensure high levels of customer satisfaction, indicating that the service provider is meeting the customer’s requirements			<p>Ability to route customer complaints to Business Relationship management when:</p> <ul style="list-style-type: none">• The functionality of a new service is not what the customer wanted• The customer is not satisfied with the overall level of service received• A service provider’s personnel member has not been respectful, or did not treat a situation seriously enough• The service provider is not giving the customer information that they need• A competitor is offering better service, cheaper rates etc.
92		Business Relationship Management	SS0084	
	<ul style="list-style-type: none">• Establish and maintain a constructive relationship between the service provider and the customer based on understanding the customer and their business drivers• Identify changes to the customer environment that could potentially impact the type, level or utilization of services provided			<p>Ability to route customer compliments to Business Relationship management when:</p> <ul style="list-style-type: none">• The positive actions or attitude of a personnel member or team• The quality of a service• The effective resolution of an incident
93		Business Relationship Management	SS0085	
94		Business Relationship Management	SS0086	Ability to document any feedback sent to the customer as a result of a compliment or complaint
	<ul style="list-style-type: none">• Identify technology trends that could potentially impact the type, level or utilization of services provided• Establish and articulate business requirements for new services or changes to existing services• Ensure that the service provider is meeting the business needs of the customer			<p>Ability to support internally or interface with systems providing: Project Management, Financial Management for IT Service, SLM, Demand Management, Service Catalog Management, Availability Management, Capacity Management, IT Service Continuity Management, Change Management, Knowledge Management, Service Testing & Validation, Release & Deployment Management, Change Evaluation, Request Fulfillment, Incident Management, Service Reporting, and Seven-Step Improvement Process</p>
95		Business Relationship Management	SS0087	

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Strategy Requirements)			
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
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	<ul style="list-style-type: none">• Work with customers to ensure that services and service levels are able to deliver value• Mediate in cases where there are conflicting requirements for services from different business units• Establish formal complaints and escalation processes for the customer <p>Scope: Business relationship management focuses on understanding how services meet customer requirements. To achieve this, the process must focus on understanding and communicating:</p> <ul style="list-style-type: none">• Business outcomes that the customer wants to achieve			<p>Ability to automatically trigger Business Relationship Management activities when:</p> <ul style="list-style-type: none">• A new strategic initiative• A new service, or a change to an existing service, has been initiated• A new opportunity has been identified• A service has been chartered by Service Portfolio Management• Customer requests or suggestions• Customer complaints• A customer meeting has been scheduled• A customer satisfaction survey has been scheduled
96	<ul style="list-style-type: none">• Services that are currently offered to the customer, and the way in which they are used by the customer	Business Relationship Management	SS0088	
	<ul style="list-style-type: none">• The way in which services are currently offered including who is responsible for the services, levels of service agreed, the quality of services delivered and any changes that are anticipated• Technology trends that could impact current services and the customer, and the nature of the potential impact• Levels of customer satisfaction, and what action plans have been put in place to deal with the causes of dissatisfaction• How to optimize services for the future• How the service provider is represented to the customer. This at times means raising concerns around commitments that the business made to IT but is not meeting			<p>Ability to report on the following KPIs:</p> <ul style="list-style-type: none">• Business outcomes and customer requirements are documented and signed off by the customer as input into Service Portfolio Management and Service Design processes• Customer satisfaction levels are consistently high and are used as feedback into Service Portfolio Management and strategy management for IT services. Any score lower than a defined level results in an investigation into the cause and corrective action – involving Service Level Management, Problem Management, Capacity Management etc.• Customer satisfaction and customer retention rates are consistently high• Business Relationship Management provides input about changes to the customer environment that result in changes to services and strategy, resulting in improved customer satisfaction scores (and for external service providers, increased revenue)• Opportunities leveraging new technologies have been identified with the business and included in the service portfolio• Every new service has a comprehensive set of requirements defined by business managers and personnel, and these have been signed off by both business and IT leadership at the strategy, design and transition stages• The reasons for, expected results and detailed requirements for changes to services are documented and signed off at the strategy, design and transition stages• The service provider is consistently rated above a defined minimum level in a structured customer satisfaction survey• Service performance is matched to business outcomes, and reported to the customer• Number of complaints and escalations are measured and trended over time and by customer. Escalations must reduce over time. Number of complaints will vary, but care should be taken to investigate changes in trends
97		Business Relationship Management	SS0089	

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1	ITSM/CMDB Tool Selection Criteria (Service Design Requirements)			
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8	<p>Purpose: The purpose of the service catalog management process is to provide and maintain a single source of consistent information on all operational services and those being prepared to be run operationally, and to ensure that it is widely available to those who are authorized to access it.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Manage the information contained within the service catalog• Ensure that the service catalog is accurate and reflects the current details, status, interfaces and dependencies of all services that are being run, or being prepared to run, in the live environment, according to the defined policies• Ensure that the service catalog is made available to those approved to access it in a manner that supports their effective and efficient use of service catalog information• Ensure that the service catalog supports the evolving needs of all other service management processes for service catalog information, including all interface and dependency information. <p>Scope: The scope of the service catalog management process is to provide and maintain accurate information on all services that are being transitioned or have been transitioned to the live environment.</p> <p>Types of Services:</p> <ul style="list-style-type: none">• Customer-facing services - IT services that are seen by the customer. These are typically services that support the customer's business units/business processes, directly facilitating some outcome or outcomes desired by the customer.• Supporting services - IT services that support or 'underpin' the customer-facing services. These are typically invisible to the customer, but essential to the delivery of customer-facing IT services.	Service Catalog Management	SD0001	Ability to display a list of the goods and services provided by the enterprise
9		Service Catalog Management	SD0002	Ability to support a hierarchy of services (e.g. customer-facing Services, supporting services)
10		Service Catalog Management	SD0003	Ability to display a variety of information pertaining to services provided by the enterprise (e.g. hours, service level, service availability)
11		Service Catalog Management	SD0004	Accessible from a variety of interfaces (e.g. laptop, desktop, phone, tablet)
12				Ability to document the following attributes about a Service at a minimum: <ul style="list-style-type: none">• Name• Description• Type• Supporting Services• Business Owner(s)• Business Unit(s)• Service Owner(s)• Business Impact• Business Priority• Service Level Agreement• Service Hours• Business Contacts• Escalation Contacts• Service reports• Service reviews• Security rating
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14		Service Catalog Management	SD0005	Ability to report on the following SLM KPIs: <ul style="list-style-type: none">• Increase in the number of services recorded and managed within the service catalog as a percentage of those being delivered and transitioned in the live environment• Percentage reduction in the number of variances detected between the information contained within the service catalog and the 'real-world' situation• Percentage increase in completeness of the customer-facing views of the service catalog against operational services• Percentage increase in business user survey responses showing knowledge of services listed in service catalog• Increase in measured business user access to intranet-based service catalog• Percentage increase in completeness of supporting services against the IT components that make up those services• Increase in service desk and other IT staff having access to information to support all live services, measured by the percentage of incidents with the appropriate service-related information
15		Service Catalog Management	SD0006	Ability to interface with systems supporting: Demand Management, Incident Management, Service Portfolio Management, Business Relationship Management, Service Catalog Management, Supplier Management, Availability Management, Capacity Management, IT Service Continuity Management, Information Security Management, Financial Management, SACM, and SLM
16		Service Catalog Management	SD0007	Ability to customize the look for Self-Service Portal / Mobile App
17		Service Catalog Management	SD0008	Customizable for specific customer groups
18		Service Catalog Management	SD0009	Ability Publish current issues as news on portal
19		Service Catalog Management	SD0010	Self-service options customizable per specific group, unit, or permission level (Dashboard, Reports, tickets, related information)
20		Service Catalog Management	SD0011	User friendly Web self-service Portal (Service Request, search Knowledge base, chat, etc.)
21		Service Catalog Management	SD0012	Customizable request form to allow end-users to generate requests
22		Service Level Management	SD0013	Establish and monitor status of service contracts and SLAs between the organization and its customers or third party service providers
23		Service Level Management	SD0014	Ability to support Service-Based, Customer-Based, and Multi-Level SLAs
24		Service Level Management	SD0015	Automatic escalation/notification of requests that exceed defined thresholds

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Design Requirements)			
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
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25		Service Level Management	SD0017	Ability to support monitoring of customer "soft issues" via: <ul style="list-style-type: none">• Periodic questionnaires and customer surveys• Customer feedback from service review meetings• Feedback from PIRs conducted as part of the Change Management process on major changes, releases, new or changed services etc.• Telephone perception surveys• Satisfaction survey handouts• User group or forum meetings• Analysis of complaints and compliments
26	Purpose: The purpose of the SLM process is to ensure that all current and planned IT services are delivered to agreed achievable targets. This is accomplished through a constant cycle of negotiating, agreeing, monitoring, reporting on and reviewing IT service targets and achievements, and through instigation of actions to correct or improve the level of service delivered.	Service Level Management	SD0018	Ability to automate SLM activities associated with the following triggers: <ul style="list-style-type: none">• Changes in the service portfolio, such as new or changed business requirements or new or changed services• New or changed agreements, SLRs, SLAs, OLAs or contracts• Service review meetings and actions• Service breaches or threatened breaches• Compliments and complaints• Periodic activities such as reviewing, reporting and customer satisfaction surveys• Changes in strategy or policy.
27	Objectives: <ul style="list-style-type: none">• Define, document, agree, monitor, measure, report and review the level of IT services provided and instigate corrective measures whenever appropriate• Provide and improve the relationship and communication with the business and customers in conjunction with business relationship management• Ensure that specific and measurable targets are developed for all IT services• Monitor and improve customer satisfaction with the quality of service delivered• Ensure that IT and the customers have a clear and unambiguous expectation of the level of service to be delivered• Ensure that even when all agreed targets met, the levels of service delivered are subject to proactive, cost-effective continual improvement. Scope: The scope of SLM is to establish and maintain SLAs for all current live services and manage the level of service provided to meet the targets and quality measurements contained within the SLAs. SLM should also produce and agree SLRs for all planned new or changed services that document warranty requirements.	Service Level Management	SD0020	Ability to report on the following SLM KPIs: <ul style="list-style-type: none">• Number and level of services provided and managed• Percentage reduction in SLA targets threatened• Percentage increase in customer perception and satisfaction of SLA achievements via service reviews and customer satisfaction survey responses• Percentage reduction in SLA breaches caused because of third-party support contracts (underpinning contracts)• Percentage reduction in SLA breaches caused because of internal OLAs, Deliver the service as previously agreed at affordable costs• Total number and percentage increase in fully documented SLAs in place• Percentage increase in SLAs agreed against operational services being run• Percentage reduction in the costs associated with service provision• Percentage reduction in the cost of monitoring and reporting of SLAs• Percentage increase in the speed and of developing and agreeing appropriate SLAs• Frequency of service review meetingsManage the interface with the business and usersIncreased percentage of services covered by SLAs• Documented and agreed SLM processes and procedures are in place• Reduction in the time taken to respond to and implement SLA requests• Increased percentage of SLA reviews completed on time• Reduction in the percentage of outstanding SLAs for annual renegotiation• Reduction in the percentage of SLAs requiring corrective changes (for example, targets not attainable; changes in usage levels)• Percentage increase in the coverage of OLAs and third-party contracts in place, while possibly reducing the actual number of agreements (consolidation and centralization)• Documentary evidence that issues raised at service and SLA reviews are being followed up and resolved• Reduction in the number and severity of SLA breaches
28		Service Level Management	SD0021	Ensure IT service continuity goals are met through change, release, and incident management
29		Service Level Management	SD0022	Establish metrics based on SLAs, OLAs, and UCs for reporting
30		Service Level Management	SD0023	The ability to track the following key elements: Scope of the agreement, Service hours, Contact points & escalation procedures, Glossary, Amendments, Service Description, Functionality, Availability, Reliability, Service Performance, Service Continuity, Security, Turnaround and completion times, special conditions, Customer Support Info, Responsibilities, Reporting and Reviewing, Charging, and Change Management
31		Service Level Management	SD0024	Link request types to an associated SLA, operating level agreement (OLA) or underpinning contract (UC)
32		Service Level Management	SD0025	Documenting the IT service options and agreements made available to users in a service catalog
33		Service Level Management	SD0026	Auto-identification of thresholds of similar cases over specified time frame
34		Service Level Management	SD0027	Report number of services covered by SLAs
35		Service Level Management	SD0028	Report number of Services where SLAs are backed up by corresponding OLAs/ UCs

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Design Requirements)			
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
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36		Service Level Management	SD0029	Track number of monitored Services/ SLAs, where weak-spots and counter-measures are reported
37		Service Level Management	SD0030	Identify Services/ SLAs where the agreed service levels are fulfilled
38	<p>Purpose: The purpose of the capacity management process is to ensure that the capacity of IT services and the IT infrastructure meets the agreed capacity- and performance-related requirements in a cost-effective and timely manner. Capacity management is concerned with meeting both the current and future capacity and performance needs of the business.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Produce and maintain an appropriate and up-to-date capacity plan, which reflects the current and future needs of the business• Provide advice and guidance to all other areas of the business and IT on all capacity- and performance-related issues• Ensure that service performance achievements meet all of their agreed targets by managing the performance and capacity of both services and resources• Assist with the diagnosis and resolution of performance- and capacity-related incidents and problems• Assess the impact of all changes on the capacity plan, and the performance and capacity of all services and resources• Ensure that proactive measures to improve the performance of services are implemented wherever it is cost-justifiable to do so. <p>Scope: The scope of Capacity Management process should encompass all areas of technology, both hardware and software, for all IT technology components and environments. Capacity management should also consider space planning and environmental systems capacity. Capacity management could consider human resource capacity where a lack of human resources could result in a breach of SLA or OLA targets, a delay in the end-to-end performance or service response time, or an inability to meet future commitments and plans (e.g. overnight data backups not completed in time because no operators were present to load tapes).</p>	Capacity Management	SD0031	Account for process interface to Change Management for capacity related changes
39		Capacity Management	SD0032	Ability to store and control versions of configurable capacity plans
40		Capacity Management	SD0033	Interface with the Service Desk, Problem Management, and Change Management functional groups
41				
41		Capacity Management	SD0034	Capture and forcast capacity/infrastructure utilization data and application performance in Production environment
42		Capacity Management	SD0035	Capture capacity utilization data and forecast reports
43			SD0036	Ability to support the 3 sub-processes of Capacity Management: Business Capacity Management, Service Capacity Management, and Component Capacity Management
44		Capacity Management	SD0037	Identify resource utilization of IT components in Production, Dev and Test environments
45		Capacity Management	SD0038	Manage lead time requirements for technology acquisitions for capacity upgrades
46		Capacity Management	SD0039	Interface with third-party capacity management systems
47		Capacity Management	SD0040	Provide modelling and trending data associated with IT Services
48				Ability to monitor or interface with monitoring systems on the following: <ul style="list-style-type: none">• New and changed services requiring additional capacity• Service breaches, capacity or performance events and alerts, including threshold events• Exception reports• Periodic revision of current capacity and performance and the review of forecasts, reports and plans• Periodic trending and modelling• Review and revision of business and IT plans and strategies• Review and revision of designs and strategies• Review and revision of SLAs, OLAs, contracts or any other agreements• Request from SLM for assistance with capacity and/or performance targets and explanation of achievements.
48		Capacity Management	SD0041	
49		Capacity Management	SD0042	Ability to report on the following KPIs: <ul style="list-style-type: none">• Production of workload forecasts on time• Percentage accuracy of forecasts of business trends• Timely incorporation of business plans into the capacity plan• Reduction in the number of variances from the business plans and capacity plans• Increased ability to monitor performance and throughput of all services and components• Timely justification and implementation of new technology in line with business requirements (time, cost and functionality)• Reduction in the use of old technology, causing breached SLAs due to problems with support or performance• Reduction in last-minute buying to address urgent performance issues• Reduction in the over-capacity of IT• Accurate forecasts of planned expenditure• Reduction in the business disruption caused by a lack of adequate IT capacity• Relative reduction in the cost of production of the capacity plan• Percentage reduction in the number of incidents due to poor performance• Percentage reduction in lost business due to inadequate capacity• All new services implemented match SLRs• Increased percentage of recommendations made by capacity management are acted on• Reduction in the number of SLA breaches due to either poor service performance or poor component performance
50		Capacity Management	SD0043	Enable automation through Capacity Management triggers (e.g. New/Changed services, Service breaches, events, alerts, periodic trending and modeling)
51		Capacity Management	SD0044	Interface with database repository tools required to support other IT Infrastructure Management processes (Availability Management, SLM, ITSCM, Incident Management, Problem Management, Demand Management, etc.)
52		Capacity Management	SD0045	Monitor response time and throughput of applications and services
53		Capacity Management	SD0046	Ability to test capacity remediation configurations
54		Capacity Management	SD0047	Ability to automate threshold-based alerting
55		Capacity Management	SD0048	Track the number of implemented measures with the objective of increasing availability
56		Availability Management	SD0049	Capture and record data pertaining to IT component downtime (planned and unplanned)

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Design Requirements)			
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
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57	<p>Purpose: to ensure that the level of availability delivered in all IT Services meets the agreed availability needs and/or service level targets in a cost-effective and timely manner. Availability management is concerned with meeting both the current and fuiture availability needs of the business.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Produce and maintain an appropriate and up-to-date availability plan that reflects the current and future needs of the business• Provide advice and guidance to all other areas of the business and IT on all availability-related issues• Ensure that service availability achievements meet all their agreed targets by managing services and resources-related availability performance• Assist with the diagnosis and resolution of availability-related incidents and problems• Assess the impact of all changes on the availability plan and the availability of all services and resources• Ensure that proactive measures to improve the availability of services are implemented wherever it is cost-justifiable to do so. <p>Scope: The scope of the availability management process covers the design, implementation, measurement, management and improvement of IT service and component availability. Availability management commences as soon as the availability requirements for an IT service are clear enough to be articulated. It is an ongoing process, finishing only when the IT service is decommissioned or retired.</p> <p>Key Elements:</p> <ul style="list-style-type: none">• Reactive activities - These involve the monitoring, measuring, analysis and management of all events, incidents and problems involving unavailability. These activities are principally performed as part of the operational roles.• Proactive activities - These involve the proactive planning, design and improvement of availability. These activities are principally performed as part of the design and planning roles. <p>Guiding Principles:</p> <ul style="list-style-type: none">• Service availability is at the core of customer satisfaction and business success: there is a direct correlation in most organizations between service availability and customer and user satisfaction, where poor service performance is defined as being unavailable.• Recognizing that when services fail, it is still possible to achieve business, customer and user satisfaction and recognition: the way a service provider reacts in a failure situation has a major influence on customer and user perception and expectation.• Improving availability can only begin after understanding how the IT services support the operation of the business.• Service availability is only as good as the weakest link in the chain: it can be greatly increased by the elimination of single points of failure or an unreliable or weak component.• Availability is not just a reactive process. The more proactive the process, the better service availability will be. Availability should not purely react to service and component failure. The more often events and failures are predicted, pre-empted and prevented, the higher the level of service availability.• It is cheaper to design the right level of service availability into a service from the start, rather than try and ‘bolt it on’ subsequently. Adding resilience into a service or component is invariably more expensive than designing it in from the start. Also, once a service gets a bad name for unreliability, it becomes very difficult to change the image. Resilience is also a key consideration of ITSCM, and this should be considered at the same time.	Availability Management	SD0050	Ability to report the following measures at a minimum: <ul style="list-style-type: none">• Availability (%)• Reliability (mean time between service incidents)• Maintainability (mean time to restore service)
58		Availability Management	SD0051	Calculate percentage of services and infrastructure components under availability monitoring
59		Availability Management	SD0052	Ability to report on user availability via: <ul style="list-style-type: none">• Impact by user minustes lost• Impact by business transation
60		Availability Management	SD0053	Calculate availability of IT Services relative to the availability agreed in SLAs and OLAs
61		Availability Management	SD0054	Ability to house the following availability information associated with a Business Service: <ul style="list-style-type: none">• What is the minimum available level of functionality of the service?• At what level of service response is the service considered unavailable?• Where will this level of functionality and response be measured?• What are the relative weightings for partial service unavailability?• If one location or office is impacted, is the whole service considered unavailable, or is this considered to be ‘partial unavailability’?
62		Availability Management	SD0055	Ability to report on the tangible costs associated with Availability: <ul style="list-style-type: none">• Lost user productivity• Lost IT staff productivity• Lost revenue• Overtime payments• Wasted goods and material• Litigation, imposed fines or penalty payments.
63		Availability Management	SD0056	Ability to report on the intangible costs associated with Availability: <ul style="list-style-type: none">• Loss of customers• Loss of customer goodwill (customer dissatisfaction)• Loss of business opportunity (to sell, gain new customers or revenue etc.)• Damage to business reputation• Loss of confidence in IT service provider• Damage to staff morale.
64		Availability Management	SD0057	Ability to support Service Failure Analysis stages (e.g. Select opportunity, Scope Assignment, Plan Assignment, Build hypothesis, Analyse data, Interview key personnel, Findings and conclusions, Recommendations, Report, Validation)
65		Availability Management	SD0058	Ability to document the business requirements for IT availability associated with a business service
66		Availability Management	SD0059	Ability to support routine Component failure impact analysis (CFIA) activities with the ability to track: <ul style="list-style-type: none">• Component availability weighting• Probability of failure• Recovery time• Recovery procedures• Device independence• CI Dependencies
67		Availability Management	SD0060	Ability to support formal risk assessment and management activities to include mitigation activities
68		Availability Management	SD0061	Ability to interface with the following: <ul style="list-style-type: none">• Service Portfolio and Service Catalog• Service Level Management• Financial Management• Change and Release Management• SACM• Incident and Problem Management• Capacity Management
69		Availability Management	SD0062	Interface with the Service Desk, Problem Management, and Change Management functional groups
70		Availability Management	SD0063	Ability to automate component downtime detection
71		Availability Management	SD0064	Ability to automate data recording
72		Availability Management	SD0065	Interface with database repository tools required to support other IT Infrastructure Management processes (e.g. CMDB, Capacity Management database)
73		Availability Management	SD0066	Reporting and analysis functions supporting the manipulation of data stored in the various databases utilized by Availability Management
74		Availability Management	SD0067	Ability to produce standard reports (e.g. monthly Availability reports, Availability Plan, SOA status reports)

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Design Requirements)			
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
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75		Availability Management	SD0068	Report availability of IT Services relative to the availability agreed in SLAs and OLAs
76		Availability Management	SD0069	Report percentage of services and infrastructure components under availability monitoring
77		Availability Management	SD0070	Track the number of implemented measures with the objective of increasing availability
78	Purpose: The purpose of the IT service continuity management process is to support the overall business continuity management (BCM) process by ensuring that, by managing the risks that could seriously affect IT services, the IT service provider can always provide minimum agreed business continuity-related service levels.	IT Service Continuity Management	SD0071	Document IT policies and procedures, define and assess risks and controls, audit and test controls, and track remediation tasks
79	Objectives: <ul style="list-style-type: none">• Produce and maintain a set of IT service continuity plans that support the overall business continuity plans of the organization• Complete regular BIA exercises to ensure that all continuity plans are maintained in line with changing business impacts and requirements• Conduct regular risk assessment and management exercises to manage IT services within an agreed level of business risk in conjunction with the business and the availability management and information security management processes• Provide advice and guidance to all other areas of the business and IT on all continuityrelated issues• Ensure that appropriate continuity mechanisms are put in place to meet or exceed the agreed business continuity targets• Assess the impact of all changes on the IT service continuity plans and supporting methods and procedures• Ensure that proactive measures to improve the availability of services are implemented wherever it is cost-justifiable to do so• Negotiate and agree contracts with suppliers for the provision of the necessary recovery capability to support all continuity plans in conjunction with the supplier management process.			The ability to support or interface with systems supporting the following: <ul style="list-style-type: none">• Change Management• Incident Management• Problem Management• Availability Management• SLM• Capacity Management• SACM• Information Security Management
		IT Service Continuity Management	SD0072	
80	Scope: ITSCM focuses on those events that the business considers significant enough to be treated as a ‘disaster’. ITSCM primarily considers the IT assets and configurations that support the business processes. If (following a disaster) it is necessary to relocate to an alternative working location, provision will also be required for items such as office and personnel accommodation, copies of critical paper records, courier services and telephone facilities to communicate with customers and third parties.			Ability to report on the following KPIs: <ul style="list-style-type: none">• Increase in success of regular audits of the ITSCM plans to ensure that, at all times, the agreed recovery requirements of the business can be achieved• Regular successful validation that all service recovery targets are agreed and documented in SLAs and are achievable within the ITSCM plans• Regular and comprehensive testing of ITSCM plans achieved consistently• Regular reviews are undertaken, at least annually, of the business and IT continuity plans with the business areas• Regular successful validation that IT negotiates and manages all necessary ITSCM contracts with third party• Overall reduction in the risk and impact of possible failure of IT services• Increase in validated awareness of business impact, needs and requirements throughout IT• Increase in successful test results ensuring that all IT service areas and staff are prepared and able to respond to an invocation of the ITSCM plans• Validated regular communication of the ITSCM objectives and responsibilities within the appropriate business and IT service areas
81		IT Service Continuity Management	SD0073	
82		IT Service Continuity Management	SD0074	Create, store, and publish IT Service Continuity information using version control and approvals
83		IT Service Continuity Management	SD0075	Initiate notification messages to a supported third-party systems
84	Purpose: The purpose of the information security management process is to align IT security with business security and ensure that the confidentiality, integrity and availability of the organization’s assets, information, data and IT services always matches the agreed needs of the business.	Information Security Management	SD0076	Offer data isolation, encryption, Access Control Lists (ACLs), and Role-based security
		Information Security Management	SD0077	Ability to drive standardization of VA's ATO process
85		Information Security Management	SD0078	Ability to support natively or interface with systems supporting: SLM, Access Management, Change Management, Incident Management, Problem Management, IT Service Continuity Management, SACM, Availability Management, Capacity Management, Financial Management, Supplier Management, etc.
86		Information Security Management	SD0079	Ability to create custom controls and import controls from control authoring organizations such as; NIST800-53R4, FedRAMP, ISO, etc.
87	Objectives: <ul style="list-style-type: none">• Information is observed by or disclosed to only those who have a right to know (confidentiality)• Information is complete, accurate and protected against unauthorized modification (integrity)• Information is available and usable when required, and the systems that provide it can appropriately resist attacks and recover from or prevent failures (availability)• Business transactions, as well as information exchanges between enterprises, or with partners, can be trusted (authenticity and non-repudiation). Scope: The information security management process should include: <ul style="list-style-type: none">• The production, maintenance, distribution and enforcement of an information security policy and supporting security policies• Understanding the agreed current and future security requirements of the business and the existing business security policy and plans• Implementation of a set of security controls that support the information security policy and manage risks associated with access to services, information and systems• Documentation of all security controls, together with the operation and maintenance of the controls and their associated risks• Management of suppliers and contracts regarding access to systems and services, in conjunction with supplier management	Information Security Management	SD0080	Ability to report on the following KPIs: <ul style="list-style-type: none">• Percentage decrease in security breaches reported to the service desk• Percentage decrease in the impact of security breaches and incidents• Percentage increase in SLA conformance to security clauses• Decrease in the number of non-conformances of the information security management process with the business security policy and process• Increase in the acceptance and conformance of security procedures• Increased support and commitment of senior management• Increased awareness of the security policy and its contents, throughout the organization• Percentage increase in completeness of supporting services against the IT components that make up those services• Service desk supporting all services• The number of suggested improvements to security procedures and controls• Decrease in the number of security non-conformance detected during audits and security testing• Increase in the number of services and processes conformant with security procedures and controls• Percentage decrease in the impact of security breaches and incidents• Percentage reduction in the number of incidents of service unavailability linked to security breaches• Percentage increase in acceptable scores on security awareness questionnaires completed by customers and users

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Design Requirements)			
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8	Information Security Management • Management of all security breaches, incidents and problems associated with all systems and services • The proactive improvement of security controls, and security risk management and the reduction of security risks • Integration of security aspects within all other ITSM processes.	Information Security Management	SD0081	Ability to assist in Continuous Monitoring Activities
88		Information Security Management	SD0082	Integrates with offers industry leading Vulnerability Management capability
89		Information Security Management	SD0083	Ability to coordinate Security Testing, Static Code Analysis, Code Reviews and Training
90		Information Security Management	SD0084	Product has undergone extensive third-party Penetration Testing and third-party Code Inspection
91		Information Security Management	SD0085	Ability to support natively or interface with systems supporting: Vulnerability Scanning, Security Event Monitoring, Perimeter Countermeasures
92	Supplier Management Purpose: The purpose of the supplier management process is to obtain value for money from suppliers and to provide seamless quality of IT service to the business by ensuring that all contracts and agreements with suppliers support the needs of the business and that all suppliers meet their contractual commitments. Objectives: The main objectives of Supplier Management are to: • Obtain value for money from suppliers and contracts • Ensure that contracts with suppliers are aligned to business needs, and support and align with agreed targets in SLRs and SLAs, in conjunction with SLM • Manage relationships with suppliers • Manage supplier performance • Negotiate and agree contracts with suppliers and manage them through their lifecycle • Maintain a supplier policy and a supporting supplier and contract management information system (SCMIS). Scope: The supplier management process should include: • Implementation and enforcement of the supplier policy • Maintenance of an SCMIS • Supplier and contract categorization and risk assessment • Supplier and contract evaluation and selection • Development, negotiation and agreement of contracts • Contract review, renewal and termination • Management of suppliers and supplier performance • Identification of improvement opportunities for inclusion in the CSI register, and the implementation of service and supplier improvement plans • Maintenance of standard contracts, terms and conditions • Management of contractual dispute resolution • Management of sub-contracted suppliers.	Supplier Management	SD0086	Maintain the Supplier and Contract Database (SCD)
93		Supplier Management	SD0087	Ability to send and correlate the data associated with Satisfaction Surveys & Benefits Assessments
94				Ability to categorize Suppliers as: • Strategic • Tactical • Operational • Commodity
95		Supplier Management	SD0088	
96		Supplier Management	SD0089	Ability to assess suppliers based on Value & Importance and Risk & Impact matrix
97		Supplier Management	SD0090	Manage, evaluate and compare IT vendors based on pre-defined criteria
98		Supplier Management	SD0091	Track and manage the physical, contractual and financial aspects of IT assets
99				Ability to automate supplier management activities through the following triggers: • New or changed corporate governance guidelines • New or changed business and IT strategies, policies or plans • New or changed business needs or new or changed services • New or changed requirements within agreements, such as SLRs, SLAs, OLAs or contracts • Review and revision of designs and strategies • Periodic activities such as reviewing, revising or reporting, including review and revision of supplier management policies, reports and plans • Requests from other areas, particularly SLM and information security management, for assistance with supplier issues • Requirements for new contracts, contract renewal or contract termination • Re-categorization of suppliers and/or contracts.
100		Supplier Management	SD0092	Ability to support natively or interface with systems supporting: SLM, Change Management, ISM, Financial Management, Service Portfolio Management, ITSCM, etc.
101				Ability to report on the following KPIs: • Increase in the number of suppliers meeting the targets within the contract • Reduction in the number of breaches of contractual targets • Increase in the number of service and contractual reviews held with suppliers • Increase in the number of supplier and contractual targets aligned with SLA and SLR targets • Reduction in the number of service breaches caused by suppliers • Reduction in the number of threatened service breaches caused by suppliers • Increase in the number of suppliers with nominated supplier managers • Increase in the number of contracts with nominated contract managers
102		Supplier Management	SD0094	
103		Supplier Management	SD0095	Ability to manage vendor onboarding process including workflow, supplier information collection, procedural compliance, and certification management
		Supplier Management	SD0096	Manage supplier data requirements

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Transition Requirements)			
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7	ITIL Process Overview			
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9	<p>Purpose: The purpose of the change management process is to control the lifecycle of all changes, enabling beneficial changes to be made with minimum disruption to IT services.</p> <p>Objectives: The objectives of change management are to:</p> <ul style="list-style-type: none">• Respond to the customer’s changing business requirements while maximizing value and reducing incidents, disruption and re-work.• Respond to the business and IT requests for change that will align the services with the business needs.• Ensure that changes are recorded and evaluated, and that authorized changes are prioritized, planned, tested, implemented, documented and reviewed in a controlled manner.• Ensure that all changes to configuration items are recorded in the configuration management system.• Optimize overall business risk – it is often correct to minimize business risk, but sometimes it is appropriate to knowingly accept a risk because of the potential benefit. <p>Scope: The scope should include changes to all architectures, processes, tools, metrics and documentation, as well as changes to IT services and other configuration items. The scope of change management covers changes to all configuration items across the whole service lifecycle, whether these CIs are physical assets such as servers or networks, virtual assets such as virtual servers or virtual storage, or other types of asset such as agreements or contracts. It also covers all changes to any of the five aspects of service design:</p> <ul style="list-style-type: none">• Service solutions for new or changed services, including all of the functional requirements, resources and capabilities needed	Change Management	ST0001	Ability to dissect Changes into multiple stages and assign/view status of each stage
10		Change Management	ST0002	Ability to identify and flag unauthorized or undocumented changes
11		Change Management	ST0003	Ability to associate changes and change requests (RFCs) with CIs
12		Change Management	ST0004	Ability to capture rollout and back-out plans
13		Change Management	ST0005	Support ITIL v3-based procedures and methods when handling changes
14		Change Management	ST0006	Facilitate the full life-cycle of RFCs in a user-friendly and intuitive format
15		Change Management	ST0007	Accommodate a variety of Changes (e.g. hardware, software, communication equipment) including access to documentation associated with the implementation, support, and maintenance of associated production and development systems
16		Change Management	ST0008	Manage the addition, modification, and removal of CIs
17		Change Management	ST0009	Provide a means to assess the impact, cost, benefits, and risk associated with a Change
18		Change Management	ST0010	Publish Changes to a calendar (i.e. Forward Schedule of Change)
19		Change Management	ST0011	Support Change approval routing
20		Change Management	ST0012	Ability to identify and evaluate benefits, risks, and all impacts of a Change
21		Change Management	ST0013	Ability to categorize changes as Standard, Emergency and Normal and trigger the appropriate approval workflows associated with each.
22		Change Management	ST0014	Support different types of change requests where appropriate (Request for Change vs. Change Proposal) and the processes associated with each.
23		Change Management	ST0015	Ability to create and manage Change Models
24		Change Management	ST0016	Ability to document Redmediation Planning (back-out plan, invocation of service continuity plans, etc.)
25		Change Management	ST0017	Prioritize changes and allocate resources according to business rules
26		Change Management	ST0018	Ability to support and track all change management activities (planning & controlling changes, Change & release scheduling, Communications, Change decision making, Change authorization, Ensuring remediation plans are in place, Measurement and control, Management reporting, Understanding change impact, Continual improvement)
27		Change Management	ST0019	Ability to prioritize changes as Immediate, High, Medium, Low
28		Change Management	ST0020	Ability to document and communicate Projected Service Outages and Change Schedules
29		Change Management	ST0021	Ability to support informal and formal CAB meetings depending on the level of complexity associated with the change
30		Change Management	ST0022	Ability to support and track post implementation review activites
31		Change Management	ST0023	System must suppor the Seven Rs of Change Management: <ul style="list-style-type: none">• Raised by whom• Reason for the change• Return required from the change• Risks involved in the change• Resources required to deliver the change• Responsible parties for the build, test and implementation of the change• Relationship between this change and other changes
32		Change Management	ST0024	Ability to support the following triggers to initiate changes (Strategic Changes, Change to One or More Services, Operational Change, Changes to Deliver Continual Improvement)

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Transition Requirements)			
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7	ITIL Process Overview <ul style="list-style-type: none">and agreed• Management information systems and tools, especially the service portfolio, for the management and control of services through their lifecycle• Technology architectures and management architectures required to provide the services• Processes needed to design, transition, operate and improve the services• Measurement systems, methods and metrics for the services, the architectures, their constituent components and the processes.	ITIL Process	Requirement ID	Requirements
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				<ul style="list-style-type: none">• Increase in the percentage of changes that meet the customer’s agreed requirements, e.g. quality/cost/time• The benefits of change (expressed as ‘value of improvements made’ + ‘negative impacts prevented or terminated’) exceed the costs of change• Reduction in the backlog of change requests• Average time to implement meets SLA targets, based on urgency/priority/change type• Increase in accuracy of predictions for time, quality, cost, risk, resource and commercial impact• Increase in scores in survey of stakeholder satisfaction for the Change Management process• Reduction in the number of disruptions to services, defects and re-work caused by inaccurate specification, poor or incomplete impact assessment• Reduction in the percentage of changes that are categorized as emergency changes• Increase in change success rate (percentage of changes deemed successful at review/number of changes authorized)• Reduction in the number of changes where remediation is invoked• Reduction in the number of failed changes• Reduction in the number of unauthorized changes identified• Reduction in the number of incidents attributed to changes• Reduction in the number and percentage of changes with incomplete change specifications• Reduction in the number and percentage of changes with incomplete impact assessments• Reduction in number of audit compliance issues for the Change Management process
33		Change Management	ST0025	
34		Change Management	ST0026	Require all changes are thoroughly tested and that each deployment includes a back-out plan
35		Change Management	ST0027	Ensure configuration management system is updated to reflect the impact of any changes
36		Change Management	ST0028	Provide real-time reports and dashboards to track processes and schedules of Changes (e.g. processed changes, pending changes, unapproved changes)
37		Change Management	ST0029	Update any knowledge base articles upon implementation of change where applicable
38		Change Evaluation	ST0030	Supports analysis of Changes before they advance to the next phase of the life-cycle; communicate recommendations to Change Management practitioners

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Transition Requirements)			
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
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44		Knowledge Management	ST0036	Ability to publish to a specified audience using defined security or role-based parameters
45		Knowledge Management	ST0037	Ability to associate knowledge article to an asset or CI

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Transition Requirements)			
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3				
4				
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
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46	<p>Purpose: The purpose of the knowledge management process is to share perspectives, ideas, experience and information; to ensure that these are available in the right place at the right time to enable informed decisions; and to improve efficiency by reducing the need to rediscover knowledge.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Improve the quality of management decision-making by ensuring that reliable and secure knowledge, information and data is available throughout the service lifecycle• Enable the service provider to be more efficient and improve quality of service, increase satisfaction and reduce the cost of service by reducing the need to rediscover knowledge• Ensure that staff have a clear and common understanding of the value that their services provide to customers and the ways in which benefits are realized from the use of those services• Maintain a Service Knowledge Management System (SKMS) that provides controlled access to knowledge, information and data that is appropriate for each audience• Gather, analyze, store, share, use and maintain knowledge, information and data throughout the service provider organization <p>Scope: Knowledge management is a whole lifecycle-wide process in that it is relevant to all lifecycle stages and hence is referenced throughout ITIL from the perspective of each publication.</p>		ST0038	Ability to report on the following KPIs: <ul style="list-style-type: none">• Increased number of accesses to the SKMS by managers• Increased percentage of SKMS searches by managers that receive a rating of ‘good’• Increased number of times that material is re-used in documentation such as procedures, test design and service desk scripts• Increased number of accesses to the SKMS by service operation teams• Reduced transfer of issues to other people and more resolution at lower staff levels• Increased percentage of incidents solved by use of known errors• Increased results in Knowledge Management satisfaction survey of service operation teams• Reduced number of incidents and problems categorized as ‘knowledge-related’• Increased percentage of successful service transitions• Increased number of standards and policies stored in the SKMS• Increased number of times that standards and policies in the SKMS have been accessed• Increased percentage of standards and policies that have been reviewed by the agreed review date• Increased number of times that the SKMS is accessed• Increased percentage of SKMS searches that receive a rating of ‘good’ by the user• Increased scores in regular customer satisfaction survey for Knowledge Management
47		Knowledge Management	ST0039	Ability to create or leverage OOB templates for creation of knowledge articles
48		Knowledge Management	ST0040	Display the modification date on a knowledge article (versioning)
49		Knowledge Management	ST0041	Ability to import/convert knowledge articles from external systems or interfaces
50		Knowledge Management	ST0042	Integrated Knowledge base invoked during web self-service and independently searchable
51		Knowledge Management	ST0043	Perform indexing to ensure knowledge documents are easily accessible when searching
52		Knowledge Management	ST0044	Accommodate Star rating system for knowledge articles
53		Knowledge Management	ST0045	User-friendly and intuitive knowledge articles creation
54		Knowledge Management	ST0046	Ability to flag knowledge articles (e.g. Topic)
55		Release & Deployment Management	ST0047	Include workflows to support knowledge article life-cycle, including approvals and scheduled review/updates of knowledge items
56		Knowledge Management	ST0048	Present knowledge data in a way to empower users to query and analyze
57		Knowledge Management	ST0049	Enforce a system of classification for ITSM data
58		Knowledge Management	ST0050	Audit existing and new knowledge articles to include in specific knowledge categories and classifications (PDF, text, tables, emails, images, etc.)
59		Knowledge Management	ST0051	Map location of data to correct databases and materials
60		Knowledge Management	ST0052	Classify all categorized documents and data according to standard terminology and established hierarchy structure
61		Knowledge Management	ST0053	Integrate with external systems/interfaces for easy access, searchability, and scalability
62		Release & Deployment Management	ST0054	Ensure that releases are deployed in a consistent manner (e.g. dev -> test -> production)
63		Release & Deployment Management	ST0055	Manage requirements for different types of releases (e.g. major, minor, emergency)
64		Release & Deployment Management	ST0056	Auto-assign implementation process based on impact and urgency (big bang approach, phased rollout approach, etc.)

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Transition Requirements)			
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
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65	<p>Purpose: The purpose of the release and deployment management process is to plan, schedule and control the build, test and deployment of releases, and to deliver new functionality required by the business while protecting the integrity of existing services.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Define and agree upon plans with customers and stakeholders• Manage organization and stakeholder change• Create and test release packages• Ensure delivery of the agreed utility and warranty• Ensure the integrity and correct handling of release packages• Record and manage deviations, risks and issues• Deploy according to plan and schedule• Ensure knowledge transfer to customers, users, and operation functions <p>Scope: The scope of release and deployment management includes the processes, systems and functions to package, build, test and deploy a release into live use, establish the service specified in the service design package, and formally hand the service over to the service operation functions. The scope includes all configuration items required to implement a release, for example:</p> <ul style="list-style-type: none">• Physical assets such as a server or network• Virtual assets such as a virtual server or virtual storage• Applications and software• Training for users and IT staff• Services, including all related contracts and agreements.	Release & Deployment Management	ST0057	Manage the full life-cycle of a release (create, test, verify, and deploy)
66		Release & Deployment Management	ST0058	Manage organization and stakeholder change
67		Release & Deployment Management	ST0059	Ability to associate release units to Release Packages
68		Release & Deployment Management	ST0060	Ability to categorize release types as Major, Minor, Emergency
				Ability to document and support the following Deployment Options: 'Big Bang', Phased, Push, Pull, Automation, and Manual
69		Release & Deployment Management	ST0061	
70		Release & Deployment Management	ST0062	Ability to create and automate Release & Deployment models
71		Release & Deployment Management	ST0063	Ability to capture the planning activities of a release
72		Release & Deployment Management	ST0064	Ability to capture the Pass/Fail criteria of a release
73		Release & Deployment Management	ST0065	Ability to support and track the Build and Test planning activities of a release
74		Release & Deployment Management	ST0066	Ability to support internally or interface with systems that support the following: Change Mangement, SACM, and Service Validation & Testing,
				Ability to report on the following KPIs: <ul style="list-style-type: none">• Increased number and percentage of releases that make use of a common framework of standards, re-usable processes and supporting documentation• Increased number and percentage of releases that meet customer expectations for cost, time and quality• Reduced number of CMS and DML audit failures related to releases• Reduced number of deployments from sources other than the DML• Reduced number of incidents due to incorrect components being deployed• Reduced variance from service performance required by customers• Number of incidents against the service (low and reducing)• Increased customer and user satisfaction with the services delivered• Decreased customer dissatisfaction – service issues resulting from poorly tested or untested services increase the negative perception on the service provider organization as a whole• Reduced resources and costs to diagnose and fix incidents and problems in deployment and live use• Reduced number of incidents categorized as ‘user knowledge’• Increased percentage of incidents solved by level 1 and level 2 support• Increased score in surveys of customer, user and service operation function satisfaction with Release and Deployment Management
75		Release & Deployment Management	ST0067	
76		Release & Deployment Management	ST0068	Ensure that releases involving new or changed services are capable of delivering the agreed utility and warranty
77		Release & Deployment Management	ST0069	Record and manage deviations, risks, and issues related to the releases and take necessary corrective action
78		Release & Deployment Management	ST0070	Support knowledge transfer to customers/users to optimize use of services that support their business activities
				Ability to document what changes the release will include (e.g. who will be affected or impacted, risks identified, chain of approval, ownership, deployment schedule)
79		Release & Deployment Management	ST0071	
80		Release & Deployment Management	ST0072	Ability to assign a pilot group or team/group to test a release prior to full deployment
81		Release & Deployment Management	ST0073	Ability to create and distribute surveys to gather feedback (quality of the release, evaluate performance, etc.)
82		Service Asset & Configuration Management	ST0074	Track various asset types and associated attributes (e.g. licenses, maintenance, underpinning contract)
83		Service Asset & Configuration Management	ST0075	Manage software license Inventory
84		Service Asset & Configuration Management	ST0076	Includes a configurable CMDB
85		Service Asset & Configuration Management	ST0077	Ability to document the current infrastructure (e.g. hardware, software, assets/properties/CIs, SLAs)

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Transition Requirements)			
2				
3				
4				
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8				
86	<p>Purpose: The purpose of the SACM process is to ensure that the assets required to deliver services are properly controlled, and that accurate and reliable information about those assets is available when and where it is needed. This information includes details of how the assets have been configured and the relationships between assets.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Ensure that assets under the control of the IT organization are identified, controlled and properly cared for throughout their lifecycle• Identify, control, record, report, audit and verify services and other configuration items (CIs), including versions, baselines, constituent components, their attributes and relationships• Account for, manage and protect the integrity of CIs through the service lifecycle by working with Change Management to ensure that only authorized components are used and only authorized changes are made <p>91</p> <ul style="list-style-type: none">• Ensure the integrity of CIs and configurations required to control the services by establishing and maintaining an accurate and complete configuration management system (CMS) <p>92</p> <ul style="list-style-type: none">• Maintain accurate configuration information on the historical, planned and current state of services and other CIs <p>93</p> <ul style="list-style-type: none">• Support efficient and effective service management processes by providing accurate configuration information to enable people to make decisions at the right time – for example to authorize changes and releases, or to resolve incidents and problems <p>94</p> <p>95</p> <p>96</p> <p>97</p> <p>98</p> <p>Scope: The scope of SACM includes management of the complete lifecycle of every CI. Service assets that need to be managed in order to deliver services are known as configuration items (CIs). Other service assets may be required to deliver the service, but if they cannot be individually managed then they are not configuration items.</p>	Service Asset & Configuration Management	ST0078	Ability to house source code, object code from controlled builds and associated documentation
87		Service Asset & Configuration Management	ST0079	Ability to support/automate activites associated with SACM: Management & Planning, Configuration Identification, Configuration Control, Status Accounting & Reporting, and Verification & Audit.
88		Service Asset & Configuration Management	ST0080	Ability to take a configuration baseline of assets or CIs prior to a release in a manner that can be used for subsequent checking against actual deployment
89		Service Asset & Configuration Management	ST0081	Ability to support internally or interface with systems that support all ITIL process areas (Incident, Problem, Change, Request, etc.)
90		Service Asset & Configuration Management	ST0082	Ability to automatically initiate SACM activities via the following triggers: <ul style="list-style-type: none">• Change Management updates• Release and Deployment updates• Purchase orders• Acquisitions• Service Requests
				Ability to report on the following KPIs: <ul style="list-style-type: none">• Improved accuracy in budgets and charges for the assets utilized by each customer or business unit• Increase in re-use and redistribution of under-utilized resources and assets• Reduction in the use of unauthorized hardware and software, non-standard and variant builds that increase complexity, support costs and risk to the business services• Reduced number of exceptions reported during configuration audits• Percentage improvement in maintenance scheduling over the life of an asset (not too much, not too late)• Improved speed for incident management to identify faulty CIs and restore service• Reduction in the average time and cost of diagnosing and resolving incidents and problems (by type)• Improved ratio of used licences against paid-for licences• Improvement in time to identify poor-performing and poor-quality assets• Reduction in risks due to early identification of unauthorized change• Reduced percentage of changes not completed successfully or causing errors because of poor impact assessment, incorrect data in the CMS, or poor version control• Reduction in business impact of outages and incidents caused by poor Service Asset and Configuration Management• Increased quality and accuracy of configuration information• Improved audit compliance• Shorter audits as quality configuration information is easily accessible• Fewer errors caused by people working with out-of-date information
91		Service Asset & Configuration Management	ST0083	
92		Service Asset & Configuration Management	ST0084	Contains standard CI and Asset Classes OOB with the ability to easily add custom classes
93		Service Asset & Configuration Management	ST0085	Ability to seamlessly associate CIs to Assets
94		Service Asset & Configuration Management	ST0086	Ability to standardize and enforce naming conventions
95		Service Asset & Configuration Management	ST0087	Ability to track the purchase cost, depreciation and net book value of each asset
96		Service Asset & Configuration Management	ST0088	Ability to automatically initiate routine audits to ensure integrity of fixed assets
97		Service Asset & Configuration Management	ST0089	Ability to track asset owners, support group(s), and users
98		Service Asset & Configuration Management	ST0090	Ability to determine uncer-utilization and over-utilization of software assets

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Transition Requirements)			
2				
3				
4				
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6				
7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8				
99		Service Asset & Configuration Management	ST0091	Contains industry standard configuration models with the ability to modify as needed
100		Service Asset & Configuration Management	ST0092	Ability to entitlements associated with software assets for software suites
101		Service Asset & Configuration Management	ST0093	Ability to capture, manage and display information to adequately assess proposed changes from a business, technical, and support viewpoint
102		Service Asset & Configuration Management	ST0094	Ability to track and show interrelationships between CIs, network equipment, telecom equipment, client workstations, physical servers, clusters, virtual machines, applications, support contracts, software versioning, OS versions, development, test and production categories, peripherals, projectors, printers, scanners, SANs, sites, network closets and data centers
103		Service Asset & Configuration Management	ST0095	Ability to import data (e.g. batch add of assets, CIs, and CI changes) including the ability to add CIs through use of auto-discovery (e.g. KACE, SCCM, Altiris, native discovery technology)
104		Service Asset & Configuration Management	ST0096	Capable of creating logical designs
105		Service Asset & Configuration Management	ST0097	Capable of mapping services to infrastructure
106		Service Asset & Configuration Management	ST0098	Integrate CMDB with of change, incident, problem, and release management processes.
107		Service Asset & Configuration Management	ST0099	Provide on-demand information related to CIs
108		Service Asset & Configuration Management	ST0100	Ability to integrate with third-part Scanning products (e.g. Mobile app)
109		Service Asset & Configuration Management	ST0101	Support for multiple versions of CIs (historical views)
110		Service Asset & Configuration Management	ST0102	Ability to create user-defined CI attributes
111		Service Asset & Configuration Management	ST0103	Reconciliation capabilities used to accommodate newly discovered information into the CMDB without manual activity
112		Service Asset & Configuration Management	ST0104	Display, in a graphical format, the configuration or network maps of interconnected CIs, and to input information about new CIs via such maps
113		Service Asset & Configuration Management	ST0105	Manage infrastructure software inventory
114		Service Asset & Configuration Management	ST0106	Ability to flag a resource or asset (e.g. “down” or “unavailable”) and report on the time spent in that state
115		Service Asset & Configuration Management	ST0107	Auto-discovery capability to sweep WAN/LAN and detect IP and MAC addresses, collect hardware attributes (e.g. firmware version, CPU, memory), identify software attributes (e.g. name, version), operating system, commercial application, database, and other software installed on the device
116		Service Asset & Configuration Management	ST0108	Generate notifications to all CI stakeholders when the status of a CI/Asset/Application changes
117		Service Validation & Testing	ST0109	Support the management of a structured validation and test process that prioritizes the customers needs and adheres to SLAs
118		Service Validation & Testing	ST0110	Ability to provide quality assurance for a release and its components/service capability
119		Service Validation & Testing	ST0111	Ability to document service requirements, service acceptance criteria, and service acceptance test plans to include the approvals by customers, customer representatives, and other stakeholders
120		Service Validation & Testing	ST0112	Identify risks, issues, and errors as candidates for elimination/remediation throughout Service Transition
121		Service Validation & Testing	ST0113	Ability to document known errors prior to release

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Transition Requirements)			
2				
3				
4				
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7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
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	Purpose: The purpose of the service validation and testing process is to ensure that a new or changed IT service matches its design specification and will meet the needs of the business. Objectives: <ul style="list-style-type: none">• Provide confidence that a release will create a new or changed service that delivers the expected outcomes and value for the customers within the projected costs, capacity and constraints• Quality assure a release, its constituent service components, the resultant service and service capability delivered by a release• Validate that a service is ‘fit for purpose’ – it will deliver the required utility• Provide assurance that a service is ‘fit for use’ – it will deliver the agreed warranty• Confirm that the customer and stakeholder requirements for the new or changed service are correctly defined and remedy any errors or variances early in the service lifecycle as this is considerably cheaper than fixing errors in the live environment• Plan and implement a structured validation and testing process that provides objective evidence that the new or changed service will support the customer’s business and stakeholder requirements, including the agreed service levels• Identify, assess and address issues, errors and risks throughout service transition. Scope: Service validation and testing is applied throughout the service lifecycle to quality assure any aspect of a service and the service providers’ capability, resources and capacity to deliver a service and/or service release successfully.			<ul style="list-style-type: none">• Roles and responsibilities for impact assessment and test activities have been agreed and documented• Increase in the number of new or changed services for which all roles and responsibilities for customers, users and service provider personnel have been agreed and documented• Increase in the percentage of impact assessments and test activities where the documented roles have been correctly involved• Increase in satisfaction ratings in stakeholder survey of the Service Validation and Testing process• Reduction in the impact of incidents and errors for newly transitioned services• Increased number of risks identified in service design or early in service transition compared to those detected during or after testing• Increased ratio of errors detected in service design compared to service transition, and of errors detected in service transition compared to service operation• Increase in the number of people who identify risks for new or changed services• Increase in the number of documented risks for each new or changed service• Increase in the percentage of risks on the risk register which have been managed• Increased percentage of service acceptance criteria that have been tested for new and changed services• Increased percentage of services for which build and implementation have been tested, separately to any tests of utility or warranty• Increased number of tests in a repository for re-usable tests• Increased number of times that tests are re-used• Reduced variance between test budget and test expenditure• Reduced cost of fixing errors, due to earlier detection• Reduction in business impact due to delays in testing
122		Service Validation & Testing	ST0114	
123		Service Validation & Testing	ST0115	Ability to create test models that include test plans, what is to be tested and the test scripts that define how each element will be tested.
124		Service Validation & Testing	ST0116	Fully support the V-Model of testing by mapping the types of test to each stage of development.
125		Service Validation & Testing	ST0117	Ability to interface with systems supporting Release and Deployment Management
126		Service Validation & Testing	ST0118	Ability to fully document testing activities and testing results
127	Purpose: The purpose of the transition planning and support process is to provide overall planning for service transitions and to coordinate the resources that they require. Objectives:	Transition Planning & Support	ST0119	Track that a service requirement created in the RFC is properly addressed inside of the Service Operation
128		Transition Planning & Support	ST0120	Ability to assign roles/responsibilities/tasks for all activities, approvals, trainings and knowledge transfers
129		Transition Planning & Support	ST0121	Ability to support internally or interface with the following process areas: Demand Mangement, Service Portfolio Management, Business Relationship Management, Supplier Management, Project and Program Management

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Transition Requirements)			
2				
3				
4				
5				
6				
7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8				
	<ul style="list-style-type: none">• Plan and coordinate the resources to ensure that the requirements of Service Strategy encoded in Service Design are effectively realized in Service Operation• Coordinate activities across projects, suppliers and service teams where required• Establish new or changed services into supported environments within the predicted cost, quality and time estimates• Establish new or modified management information systems and tools, technology and management architectures, service management processes, and measurement methods and metrics to meet requirements established during the Service Design stage of the lifecycle• Ensure that all parties adopt the common framework of standard re-usable processes and supporting systems in order to improve the effectiveness and efficiency of the integrated planning and coordination activities• Provide clear and comprehensive plans that enable customer and business change projects to align their activities with the Service Transition plans• Identify, manage and control risks, to minimize the chance of failure and disruption across transition activities; and ensure that Service Transition issues, risks and deviations are reported to the appropriate stakeholders and decision makers• Monitor and improve the performance of the Service Transition lifecycle stage <p>Scope:</p> <ul style="list-style-type: none">• Maintaining policies, standards and models for service transition activities and processes• Guiding each major change or new service through all the service transition processes• Coordinating the efforts needed to enable multiple transitions to be managed at the same time• Prioritizing conflicting requirements for service transition resources			
130	Transition Planning & Support	ST0122	Ability to report on the following KPIs: <ul style="list-style-type: none">• Increase in the number of releases implemented that meet the customer’s agreed requirements in terms of cost, quality, scope and release schedule• Reduced variation of actual versus predicted scope, cost, quality and time• Increased customer and user satisfaction with plans and communications• Reduced business disruption due to better alignment between service transition plans and business activities• Reduction in number of issues, risks and delays• Improved service transition success rates• Improved efficiency and effectiveness of the processes and supporting systems, tools, knowledge, information and data to enable the transition of new and changed services, e.g. sharing tool licences• Reduction in time and resource to develop and maintain integrated plans and coordination activities• Increased project and service team satisfaction with the Service Transition practices• Reduced number of issues caused by conflicting demands for shared resources	
	Transition Planning & Support	ST0123	Ability to define and enforce entry/exit criteria for each stage of the transition	
131	• Ensuring that service transition is coordinated with programme and project management, service design and service development activities.	Transition Planning & Support	ST0124	Ability to collaborate with stakeholders who are taking part in transition activities throughout implemetation
132		Transition Planning & Support	ST0125	Manage baselines and define points where change authorization, error handling, control, and cost planning are needed
133				

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Operations Requirements)			
2				
3				
4				
5				
6				
7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8	<p>Purpose: The purpose of access management is to provide the right for users to be able to use a service or group of services. It is therefore the execution of policies and actions defined in information security management.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Manage access to services based on policies and actions defined in information security management (see ITIL Service Design)• Efficiently respond to requests for granting access to services, changing access rights or restricting access, ensuring that the rights being provided or changed are properly granted• Oversee access to services and ensure rights being provided are not improperly used. <p>Scope: Access management is effectively the execution of the policies in information security management, in that it enables the organization to manage the confidentiality, availability and integrity of the organization's data and intellectual property.</p>	Access Management	SO0001	Ensure access is granted according to rules set by organizational information security policies
9		Access Management	SO0002	Access levels can be initiated by the Service Desk via a service request or a Request for Change
10		Access Management	SO0003	Service Catalog available for requests for access to be submitted, which follows proper workflow for approvals.
11		Access Management	SO0004	System needs to support various levels of access by individual roles and groups
12		Access Management	SO0005	Integration with an Active Directory, Access Card, username/password combination, or single-sign-on permissible
13				Ability to automatically initiate Access Management activities when: <ul style="list-style-type: none">• An RFC is generated requiring access to added, modified, or removed• A service request is generated requesting access• A request from human resources to add, modify, or remove access• A request from a manager to add, modify, or remove access
14		Access Management	SO0006	
15				Ability to report on the following KPIs: <ul style="list-style-type: none">• Percent of incidents that involved inappropriate security access or attempts at access to services• Number of audit findings that discovered incorrect access settings for users that have changed roles or left the company• Number of incidents requiring a reset of access rights• Number of incidents caused by incorrect access settings• Percent of requests for access (service request, RFC etc.) that were provided within established SLAs and OLAs• Average duration of access-related incidents (from time of discovery to escalation)
16		Access Management	SO0007	Ability to support internally or interface with systems providing: Demand Management, Strategy Management fo IT Services, Information Security Management, Service Catalog Management, IT Service Continuity Management, SLM, change Management, SACM, and Request Fulfillment,
17		Access Management	SO0008	Log and track authentication and access to protect organization security gaps and risks; identify unusual activity or excessive incorrect logon attempts
18		Access Management	SO0009	Ability to remove, revoke, or alter access when user changes employment, departments, physical locations, or changes roles via service catalog
19		Access Management	SO0010	Integrate with or provide an active repository of all user roles and access profiles within the organization
20		Event Management	SO0011	
21		Event Management	SO0012	Ability to create a strong foundation to automate key components of the IT operation
22		Event Management	SO0013	Detect incidents, changes and exceptions to improve response times
23		Event Management	SO0014	Ability to categorize an event (e.g. informational, warning, or exception)
24		Event Management	SO0015	Send notifications of events through usage of monitoring tools or CIs when applicable
25		Event Management	SO0016	Ability to create a record of each event and log any subsequent actions taken
26		Event Management	SO0017	Ability to filter events (e.g category, critical / non-critical to the environments functionality, etc.)
27		Event Management	SO0018	Ability to provide monitoring capabilities or interface with systems performing monitoring actions
28		Event Management	SO0019	Ability to normalize data received from external monitoring systems removing duplications, etc.
29	<p>Purpose: The purpose of event management is to manage events throughout their lifecycle. This lifecycle of activities to detect events, make sense of them and determine the appropriate control action is coordinated by the event management process.</p> <p>Event management is therefore the basis for operational monitoring and control.</p> <p>Objectives:</p>	Event Management	SO0020	Identify correlations using pre-defined business rules to determine the significance of the events and determine/automate subsequent actions
30		Event Management	SO0021	Ability to automate the creation of an incident, problem, or change ticket based on the severity of the event
31		Event Management	SO0022	Ability to configure custom triggers that result in specific Event Management activities.
32		Event Management	SO0023	Ability to take immediate actions based on the level of risk associated with an event (i.e. automatically disable a port, deactivate a user account, etc.) without human intervention
33		Event Management	SO0024	Capable to suppress or flag events during periods of scheduled outages
		Event Management	SO0025	Ability to allow an operator to acknowledge an alert, and if no response is entered within a defined timeframe, to escalate the alert
		Event Management	SO0025	

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Operations Requirements)			
2				
3				
4				
5				
6				
7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8	Objectives: <ul style="list-style-type: none">• Detect all changes of state that have significance for the management of a CI or IT service• Determine the appropriate control action for events and ensure these are communicated to the appropriate functions• Provide the trigger, or entry point, for the execution of many service operation processes and operations management activities• Provide the means to compare actual operating performance and behaviour against design standards and SLAs• Provide a basis for service assurance and reporting; and service improvement. Scope: Event management can be applied to any aspect of service management that needs to be controlled and which can be automated. This includes: <ul style="list-style-type: none">• Configuration items (CIs)• Environmental conditions (e.g. fire and smoke detection)• Software licence monitoring for usage to ensure optimum/legal licence utilization and allocation• Security (e.g. intrusion detection)• Normal activity (e.g. tracking the use of an application or the performance of a server).			
34		Event Management	SO0026	Ability to report on the following KPIs: <ul style="list-style-type: none">• Number and ratio of events compared with the number of incidents• Number and percentage of each type of event per platform or application versus total number of platforms and applications underpinning live IT services• Number and percentage of events that required human intervention and whether this was performed• Number of incidents that occurred and percentage of these that were triggered without a corresponding event• Number and percentage of events that required human intervention and whether this was performed• Number and percentage of incidents that were resolved without impact to the business (indicates the overall effectiveness of the Event Management process and underpinning solutions)• Number and percentage of events that resulted in incidents or changes• Number and percentage of events caused by existing problems or known errors (this may result in a change to the priority of work on that problem or known error)• Number and percentage of events indicating performance issues (for example, growth in the number of times an application exceeded its transaction thresholds over the past six months)• Number and percentage of events indicating potential availability issues (e.g. failovers to alternative devices, or excessive workload swapping)• Number and percentage of repeated or duplicated events (this will help in the tuning of the correlation engine to eliminate unnecessary event generation and can also be used to assist in the design of better event generation functionality in new services)• Number of events/alerts generated without actual degradation of service/functionality (false positives – indication of the accuracy of the instrumentation parameters, important for CSI)
35		Event Management	SO0027	Ability to support internally or interface with systems providing: SLM, Information Security Management, Capacity & Availability Management, SACM, Knowledge Management, Change Management, Incident Management, Problem Management, Access Management, etc.
36		Event Management	SO0028	Link all events to their respective incidents, problems, or change tickets for proper documentation and ticket closures
37		Incident Management	SO0029	Auto-generate incidents based on existing support processes with rule-based triggers, notifications, and views
38		Incident Management	SO0030	Auto-generate incidents from a variety of external monitoring solutions (e.g. Cisco Works, Solar Winds, etc.)
39		Incident Management	SO0031	Escalate/assign incidents seamlessly to various functional areas/queues throughout the organization
40		Incident Management	SO0032	Interfaces to problem, change, configuration, and service level management functionality within the tool
41		Incident Management	SO0033	Ability to automate or manually log all relevant incident information (e.g. date/time, incident categorization and prioritization, contact info of person(s) related to the incident, incident description, status, relationship to CIs, support analyst/group assigned, related problems and known errors, resolution activities, resolution date/time)
42		Incident Management	SO0034	Ability to publish major incident notifications in self-service portal
43		Incident Management	SO0035	Ability to create Incident Models with predefined steps that should be taken
44		Incident Management	SO0036	Parent/Child ticket capability: Ability to apply bulk changes or communications on multiple incidents
45		Incident Management	SO0037	Ability to perform incident matching against problems and known errors
46		Incident Management	SO0038	Ability to calculate the incidents priority based on urgency and impact
47		Incident Management	SO0039	Ability to associate a CI to an incident
48		Incident Management	SO0040	Ability to create the following from an incident: Problem, Request, Change, etc. and pass all relevant data on to the next process area
49		Incident Management	SO0041	Automatically display suggestions for Self-Help to end user upon creation
50		Incident Management	SO0042	Ability to support both Functional and Hierarchic escalations

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Operations Requirements)			
2				
3				
4				
5				
6				
7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8				
	<p>Purpose: The purpose of incident management is to restore normal service operation as quickly as possible and minimize the adverse impact on business operations, thus ensuring that agreed levels of service quality are maintained.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Ensure that standardized methods and procedures are used for efficient and prompt response, analysis, documentation, ongoing management and reporting of incidents• Increase visibility and communication of incidents to business and IT support staff• Enhance business perception of IT through use of a professional approach in quickly resolving and communicating incidents when they occur• Align incident management activities and priorities with those of the business• Maintain user satisfaction with the quality of IT services. <p>Scope: Incident management includes any event which disrupts, or which could disrupt, a service. This includes events which are communicated directly by users, either through the service desk or through an interface from event management to incident management tools.</p>			<p>Ability to report on the following KPIs:</p> <ul style="list-style-type: none">• Mean elapsed time to achieve incident resolution or circumvention, broken down by impact code• Breakdown of incidents at each stage (e.g. logged, work in progress, closed etc.)• Percentage of incidents closed by the Service Desk without reference to other levels of support (often referred to as ‘first point of contact’)• Number and percentage of incidents resolved remotely, without the need for a visit• Number of incidents resolved without impact to the business (e.g. incident was raised by Event Management and resolved before it could impact the business)• Total numbers of incidents (as a control measure)• Size of current incident backlog for each IT service• Number and percentage of major incidents for each IT service• Average user/customer survey score (total and by question category)• Percentage of satisfaction surveys answered versus total number of satisfaction surveys sent• Average number of Service Desk calls or other contacts from business users for incidents already reported• Number of business user complaints or issues about the content and quality of incident communications• Number and percentage of events indicating performance issues (for example, growth in the number of times an application exceeded its transaction thresholds over the past six months)• Percentage of incidents handled within agreed response time (incident response-time targets may be specified in SLAs, for example, by impact and urgency codes)• Average cost per incident• Number and percentage of incidents incorrectly assigned• Number and percentage of incidents incorrectly categorized• Number and percentage of incidents processed per Service Desk agent• Number and percentage of incidents related to changes and releases
51		Incident Management	SO0043	
52		Incident Management	SO0044	Ability to categorize closures
53		Incident Management	SO0045	Ability to initiate user satisfaction surveys
54		Incident Management	SO0046	Ability for the Customer to resolve his/her own incident
55		Incident Management	SO0047	Ability to display suggested solutions based on key word searches within the incident
56		Incident Management	SO0048	Parent/Child ticket capability: Ability to group multiple calls/tickets into a common master incident ticket
57		Incident Management	SO0049	Define a service level agreement between the provider and the customer regarding incident priorities, escalation paths, and response/resolution time frames
58		Incident Management	SO0050	Create and assign categorizations for incident types
59		Incident Management	SO0051	Ability to automate process based on incident categorization (e.g. major incident response)
60		Incident Management	SO0052	Ability to communicate with to customers/users and gather feedback on service quality, reliability of equipment, etc.
61		Incident Management	SO0053	Ensure alignment of incident management activities and priorities with those of the business
62		Incident Management	SO0054	Enabe standardized methods and procedures to support efficient and prompt response times, analysis, documentation, ongoing management and reporting of incidents
63		Problem Management	SO0055	Ability for agents to assign impact and urgency codes to problem records
64		Problem Management	SO0056	Ability to flag and close a problem record as unresolved
65		Problem Management	SO0057	Ability to request a system change based on a Problem and link associated documentation

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Operations Requirements)			
2				
3				
4				
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6				
7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8				
	<p>Purpose: The purpose of problem management is to manage the lifecycle of all problems from first identification through further investigation, documentation and eventual removal.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Prevent problems and resulting incidents from happening• Eliminate recurring incidents• Minimize the impact of incidents that cannot be prevented <p>Scope: Problem management includes the activities required to diagnose the root cause of incidents and to determine the resolution to those problems. It is also responsible for ensuring that the resolution is implemented through the appropriate control procedures, especially change management and release and deployment management.</p>			Ability to report on the following KPIs: <ul style="list-style-type: none">• The number of known errors added to the KEDB• The percentage accuracy of the KEDB (from audits of the database)• Percentage of incidents closed by the Service Desk without reference to other levels of support (often referred to as 'first point of contact')• Average incident resolution time for those incidents linked to problem records• Total numbers of problems (as a control measure)• Size of current problem backlog for each IT service• Number of repeat incidents for each IT service• The number of major problems (opened and closed and backlog)• The percentage of major problem reviews successfully performed• KPI The percentage of major problem reviews completed successfully and on time• Number and percentage of problems incorrectly assigned• Number and percentage of problems incorrectly categorized• The backlog of outstanding problems and the trend (static, reducing or increasing?)• Number and percentage of problems that exceeded their target resolution times• KPI Percentage of problems resolved within SLA targets (and the percentage that are not!)• Average cost per problem
66		Problem Management	SO0058	
67		Problem Management	SO0059	Ability to document lessons learned for every major problem
68		Problem Management	SO0060	Ability to support both Proactive and Reactive Problem management triggers
69		Problem Management	SO0061	Ability to create and manage Problem Models
70		Problem Management	SO0062	Ability to document the technique used to analyze the situation (Chronolgical analysis, Technical observation post, Pain value analysis, 5-Whys, Hypothesis testing, Kepner-Tregoe, Pareto analysis, Ishikaya diagrams, Fault isolation, Affinity mapping, etc.)
71		Problem Management	SO0063	Ability to search for potentially related Incidents/Problems based on different criteria (e.g. Configuration Item, Description, Group)
72		Problem Management	SO0064	Ability to assign multiple Incidents to a Problem
73		Problem Management	SO0065	Provide feedback to the service desk when a problem is under investigation or resolved
74		Problem Management	SO0066	Route and assign problem records to pre-defined support staff or groups
75		Problem Management	SO0067	Enable problem identification, recording, classification, investigation, and diagnosis
76		Problem Management	SO0068	Create a problem database to track problems and associate any identified workarounds
77		Problem Management	SO0069	Integrate real-time reports and dashboards to identify shared attributes (incidents, locations, etc.) to determine the root cause of a Problem
78		Problem Management	SO0070	Utilize auto-discovery of data repositories to detect issues (e.g. hardware, software, network) in real-time to reduce response and outage times
79		Problem Management	SO0071	Ability to categorize problems to discover trending data
80		Problem Management	SO0072	Document resolutions and/or workarounds via knowledge articles if applicable
81		Request Fulfillment	SO0073	Accommodate requests routed via e-mail to support providers outside of the ITSM system and update them on request status
82		Request Fulfillment	SO0074	Provide multiple request submission methods (e.g. e-mail, instant message, self-service / service catalog, phone and text message)
83		Request Fulfillment	SO0075	Provide a single point of contact for customers to request technical assistance in communicating a business requirement or identifying a solution
84		Request Fulfillment	SO0076	Ability to create incidents and/or changes from a request when appropriate and pass along all relevant information programatically

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Service Operations Requirements)			
2				
3				
4				
5				
6				
7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8				
	<p>Purpose: Request fulfilment is the process responsible for managing the lifecycle of all service requests from the users.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Maintain user and customer satisfaction through efficient and professional handling of all service requests• Provide a channel for users to request and receive standard services for which a predefined authorization and qualification process exists• Provide information to users and customers about the availability of services and the procedure for obtaining them• Source and deliver the components of requested standard services (e.g. licences and software media)• Assist with general information, complaints or comments. <p>Scope:</p> <p>The set of activities that have to be performed in order to fulfil a request</p>			<p>Ability to report on the following KPIs:</p> <ul style="list-style-type: none">• The mean elapsed time for handling each type of service request• The number and percentage of service requests completed within agreed target times• Breakdown of service requests at each stage (e.g. logged, work in progress, closed etc.)• Percentage of service requests closed by the service desk without reference to other levels of support (often referred to as ‘first point of contact’)• Number and percentage of service requests resolved remotely or through automation, without the need for a visit• Total numbers of requests (as a control measure)• The average cost per type of service request• Percentage of service requests fulfilled that were appropriately authorized• Number of incidents related to security threats from Request Fulfillment activities• Level of user satisfaction with the handling of service requests (as measured in some form of satisfaction survey)• Total number of incidents related to Request Fulfillment activities• The size of current backlog of outstanding service requests
85		Request Fulfillment	SO0077	
86		Request Fulfillment	SO0078	Ability to limit the ability to initiate a request by; user, department, company, group, etc.
87		Request Fulfillment	SO0079	Ability to prioritize requests based on impact and urgency
88		Request Fulfillment	SO0080	Ability to categorize requests by service, activity, type, function, or CI type
89		Request Fulfillment	SO0081	Ability to document and seek approvals programatically
90		Request Fulfillment	SO0082	Ability to create Request Models that allow for automation of workflows to perform activites serially or in parrallel where appropriate.
91		Request Fulfillment	SO0083	Ability to register, reference, route, and report against the request along every step of the process
92		Request Fulfillment	SO0084	Ability to assess the request, translate it into an action plan, define cost, and communicate estimated or actual SLA
93		Request Fulfillment	SO0085	Ensure ticket lifecycle support is cradle-to-grave and that SLAs are met
94		Request Fulfillment	SO0086	Ability to escalate any requests that are in danger of missing SLAs

	B	C	D	E
1	ITSM/CMDB Tool Selection Criteria (Continual Service Improvement Requirements)			
2				
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6				
7	ITIL Process Overview	ITIL Process	Requirement ID	Requirements
8				
9	<p>Purpose:</p> <p>The purpose of the seven-step improvement process is to define and manage the steps needed to identify, define, gather, process, analyse, present and implement improvements.</p> <p>Objectives:</p> <ul style="list-style-type: none">• Identify opportunities for improving services, processes, tools etc.• Reduce the cost of providing services and ensuring that IT services enable the required business outcomes to be achieved. A clear objective will be cost reduction, but this is not the only criterion. If service delivery or quality reduces as a result the overall impact may be neutral or even negative.• Identify what needs to be measured, analysed and reported to establish improvement opportunities.• Continually review service achievements to ensure they remain matched to business requirements; continually align and re-align service provision with outcome requirements.• Understand what to measure, why it is being measured and carefully define the successful outcome. <p>Scope:</p> <p>The seven-step improvement process includes analysis of the performance and capabilities of services, processes throughout the lifecycle, partners and technology. It includes the continual alignment of the portfolio of IT services with the current and future business needs as well as the maturity of the enabling IT processes for each service. It also includes making best use of the technology that the organization has and looks to exploit new technology as it becomes available where there is a business case for doing so. Also within the scope are the organizational structure, the capabilities of the personnel, and asking whether people are working in appropriate functions and roles, and if they have the required skills.</p>	The 7 Step improvement process	CSI0001	Ability to search previously resolved tickets if resolution is designated for knowledge
10				Robust out of the box reporting to include standard reports (e.g total number of open tickets, backlog, time to resolution, percent resolved by first-line service desk without escalation, percent resolved within SLA targets)
11		The 7 Step improvement process	CSI0002	
12		The 7 Step improvement process	CSI0003	Ability to export reports via excel or APIs
13		The 7 Step improvement process	CSI0004	Implement standard ITIL v3 metrics for reporting
14				
15		The 7 Step improvement process	CSI0005	Ability to report against data sourced from external systems and interfaces
16		The 7 Step improvement process	CSI0006	Ability to schedule and publish recurring reports
17				Report on key metrics from records associated with ITIL v3 process areas (e.g. Incident/Problem/Change tickets, service requests, etc.)
18		The 7 Step improvement process	CSI0007	
19		The 7 Step improvement process	CSI0008	Ability to compare instances of recurring reports (trend anaysis) and make adjustments
20		The 7 Step improvement process	CSI0009	Ability to assign reports to initiative, strategy or service portfolio
21				Ability to filter what data and values can be measured with role-based access control lists
22		The 7 Step improvement process	CSI0010	
23		The 7 Step improvement process	CSI0011	Ability to assign data to initiative, strategy or service portfolio
24				Ability to process and display data to assignment groups in custom format (e.g. reports, dashboards, list view, etc.)
25		The 7 Step improvement process	CSI0012	
26				Ability to discover trends, discrepancies, duplicates, and provide analysis explanations for results (data analytics)
27		The 7 Step improvement process	CSI0013	
		The 7 Step improvement process	CSI0014	Ability to create and manage baseline and improvement plans
		The 7 Step improvement process	CSI0015	Ability to monitor and measure service delivery
		The 7 Step improvement process	CSI0016	Ability to accommodate organizational change and maturity
		The 7 Step improvement process	CSI0017	Executive level dashboards that provide evidence to support decision-making
		The 7 Step improvement process	CSI0018	Ability to identify program or project risks that require re-planning and make necessary adjustments
				Ensure that new or changed services are capable of delivering the agreed utility and warranty
		The 7 Step improvement process	CSI0019	