# Continual Service Improvement Process

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Comment [BV1]: All fields in this document marked by square brackets [ ] must be filled in.

Comment [BV2]: If you want to find out more about Continual Service Improvement process, see http://www.20000academy.com/Blog/April-2013/ITIL-Continual-Service-Improvement-The-Never-Ending-Story

Comment [BV3]: The document coding system should be in line with the organization's existing system for document coding; in case such a system is not in place, this line may be deleted.
Change history

<table>
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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>xx/xx/2013</td>
<td>0.1</td>
<td>Branimir Valentic</td>
<td>Basic document outline</td>
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</table>

Table of contents

1. PURPOSE, SCOPE AND USERS ........................................................................... 3
2. REFERENCE DOCUMENTS .................................................................................. 3
3. POLICY .............................................................................................................. 3
   3.1. REFERENCE TO THE PROCESSES .................................................................. 3
   3.2. REVIEW ....................................................................................................... 4
   3.3. IMPROVEMENT EVALUATION CRITERIA ......................................................... 4
4. PROCESS ACTIVITIES ......................................................................................... 4
   4.1. IDENTIFY THE STRATEGY FOR IMPROVEMENT .............................................. 4
   4.2. DEFINE WHAT YOU WILL MEASURE ............................................................. 4
   4.3. GATHER THE DATA ...................................................................................... 4
   4.4. PROCESS THE DATA .................................................................................... 5
   4.5. ANALYZE THE INFORMATION AND DATA ................................................... 5
   4.6. PRESENT AND USE THE INFORMATION ......................................................... 5
   4.7. IMPLEMENT IMPROVEMENT ......................................................................... 5
5. ROLES AND RESPONSIBILITIES ......................................................................... 5
   5.1. CONTINUOUS SERVICE IMPROVEMENT MANAGER ....................................... 5
6. CRITICAL SUCCESS FACTORS (CSF) AND KEY PERFORMANCE INDICATORS (KPI) .............................................................................. 6
7. MANAGING RECORDS KEPT ON THE BASIS OF THIS DOCUMENT .................. 6
8. VALIDITY AND DOCUMENT MANAGEMENT ..................................................... 6
9. APPENDICES ..................................................................................................... 7
1. Purpose, scope and users

The aim of this document is to define the purpose, scope, principles and activities of the Continual Service Improvement (CSI) process.

This document is applied to the entire IT organization.

Users of this document are all employees of [organization name], as well as all external parties who have a role in IT Service Management (ITSM).

2. Reference documents

- CSI references all processes within the scope of IT Service Management
- ISO/IEC 20000-1:2011, clause 4.5.5.1; 4.5.5.2

3. Policy

The purpose of this policy is to ensure that the service improvement process is set and managed.

Objectives of the CSI process are:
- Identify improvement opportunities for SMS and the services
- Optimize costs related to the service
- Define service improvement opportunities
- Support other service managers in managing measurements

The scope of the CSI process includes all services, processes, suppliers and personnel.

3.1 Reference to the processes

To efficiently contribute to the service improvement, [role description] uses resources of the following processes to identify improvement opportunities:

<table>
<thead>
<tr>
<th>Process</th>
<th>Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Level Management</td>
<td>Service Level Report</td>
</tr>
<tr>
<td>Availability Management</td>
<td>Availability Measurement Report</td>
</tr>
<tr>
<td>Capacity Management</td>
<td>Capacity Measurement Report</td>
</tr>
<tr>
<td>Incident Management, Event Management, Service Request Handling, Service Level Agreement Management</td>
<td>Records</td>
</tr>
<tr>
<td>Financial Management</td>
<td>Budgeting and Controlling</td>
</tr>
<tr>
<td>Security Management</td>
<td>Security Record</td>
</tr>
<tr>
<td>Problem Management</td>
<td>Problem Record</td>
</tr>
</tbody>
</table>

Comment [BV4]: ***OPTION*** Replace this with "SMS" if you are implementing ISO 20000.

Comment [BV5]: ***OPTION*** Delete this if you are implementing ITIL and not ISO 20000.

Comment [BV6]: ***OPTION*** Replace this with "ITIL" or "ITSM" depending on the framework you are implementing.
[Organization name]

[Process managers of the processes] ensure that Critical Success Factors (CSF) and respective Key Performance Indicators (KPIs), as well as measurement targets and responsibilities for the processes in their responsibility, are defined.

While performing the service review, competition offerings.

3.2. Review

[Continual Service Improvement Manager] performs regular review of processes, policies, plans, and process activities once a year. Results are stored in the Service Improvement Plan (SIP — see Service Improvement Plan in Appendix).

[Role description] is responsible for a new process is performed [two months] after the process was implemented.

[Role description] is responsible to revise processes, policies and plans, and process activities under any of the following conditions:

- after a major incident
- [Role description] identifies opportunities for improvement, which is being evaluated through Customer Contact Improvement Plan
- upon receiving [three] complaints on the same service in [one month]

3.3. Improvement evaluation criteria

[Role description] uses the following criteria when prioritizing opportunities for improvement:

- Criticality - Improvements for business-critical services have priority in implementation.
- [Role description] must be produced. An improvement must be financially evaluated.
- Customer — Suggestions for improvement received from customers have higher priority in implementation.

4. Process activities

4.1. Identify the strategy for improvement

[Role description] is responsible to:

- Analyze, with [Business Relationship Manager], business processes which are not adequately aligned with the service that IT organisations serve.
- Identify opportunities for improvement of the SMS.

4.2. Define what you will measure

[Role description] is responsible to [define measurement targets and sources of data] (see Service Improvement Plan in Appendix).

4.3. Gather the data

[Role description] is responsible to [perform measurement]
4.4. Process the data

[role description] is responsible for ensuring that data processing resources and capabilities are in place. This includes hardware and personnel.

4.5. Analyze the information and data

[role description] is responsible for data analysis. This includes analysis and evaluation of processed data and ensuring that required resources and capabilities are available.

4.6. Present and use the information

[role description] is responsible to create reports and identify and document improvements by ensuring resource utilization and risk reduction.

4.7. Implement improvement

[role description] is responsible for ensuring that improvements are implemented and reviewed on achievement of objectives and carries out the following activities:

- Gain approval for implementation of [...] and respective information
- Interface implementation of improvements
- Report implemented improvement to [role description]

After improvements have been implemented, [role description] is responsible to:

- Compare implemented
- Take the following action if target has not been reached:
  - Notify [role description]
  - Update improvement plans with responsible person
  - Notify [role description] when finished

5. Roles and responsibilities

5.1. Continual Service Improvement Manager

[job title] assigns the Continual Service Improvement Manager role.

Responsibilities of CSI Manager:

- Overall responsibility for carrying out activities within the scope of CSI
6. Critical Success Factors (CSF) and Key Performance Indicators (KPI)

[role description] is responsible to define CSFs and respective KPIs. Achievements against KPIs are monitored and evaluated by [role description].

<table>
<thead>
<tr>
<th>Critical Success Factor</th>
<th>Key Performance Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvements in Incident Management Process are identified.</td>
<td>Improvements entered in SIP: decrease of [number of examples] during the last [period].</td>
</tr>
<tr>
<td>Milestones for improvement of Request Fulfillment process in SIP:</td>
<td>• Authorization person is defined.</td>
</tr>
<tr>
<td></td>
<td>• Process is changed accordingly</td>
</tr>
</tbody>
</table>

7. Managing records kept on the basis of this document

<table>
<thead>
<tr>
<th>Record name</th>
<th>Storage location</th>
<th>Person responsible for storage</th>
<th>Controls for record protection</th>
<th>Retention time</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIP</td>
<td>[tool name]</td>
<td>[role description]</td>
<td>CSI Manager</td>
<td>SIP Records are never deleted.</td>
</tr>
<tr>
<td>Measurement Reports</td>
<td>[tool name]</td>
<td>[role description]</td>
<td>Process Manager where measurement has been performed.</td>
<td>Reports are kept for [...].</td>
</tr>
</tbody>
</table>

8. Validity and document management

This document is valid as of [date].

Owner of this document is [job title], who must least once a year.
9. Appendices

- Appendix 1: Service Improvement Plan

[job title]
[name]

[signature]

Comment [BV22]: Only necessary if the Procedure for Document Control prescribes that paper documents must be signed.