

AVAILABILITY MANAGEMENT PROCESS

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DOCUMENT CHANGE HISTORY

Version	Date	Editor	Description of Change
0.1		Rhys Williams	Initial outline document

CONTRIBUTORS

Name	Role	Author / Review / Approve

TABLE OF CONTENTS

1	PROCESS OVERVIEW	4
1.1	Description	4
1.2	Objectives	4
1.3	Critical Success Factors	4
2	PROCESS FLOWCHART	5
3	PROCESS DESCRIPTION	7
4	ROLES AND RESPONSIBILITIES.....	15
5	SUPPORTING DOCUMENTS	18
6	GLOSSARY	19

1 PROCESS OVERVIEW

1.1 Description

Availability Management ensures the cost-effective provision of IT services according to agreed availability targets. Availability Management covers the monitoring of all availability-related activities as well as assessing all availability-related risks and impacts on IT services. The process derives and initiates counter-measures in order to increase the availability of IT services.

This service component includes the following steps in the availability management lifecycle:

1. Definition of Availability Plan
2. Availability Risk Assessment
3. Implementation of Availability Counter-Measures
4. Testing of Availability Measures
5. Definition of Planned IT Maintenance
6. Availability Monitoring

Note: Other aspects of Availability Management according to ITILv3 (e.g. design-related, transition-related, continual improvement related activities) are already covered by other dedicated processes. In order to avoid duplicated activities this process relinquishes on describing these aspects.

1.2 Objectives

The key objectives of Availability Management are:

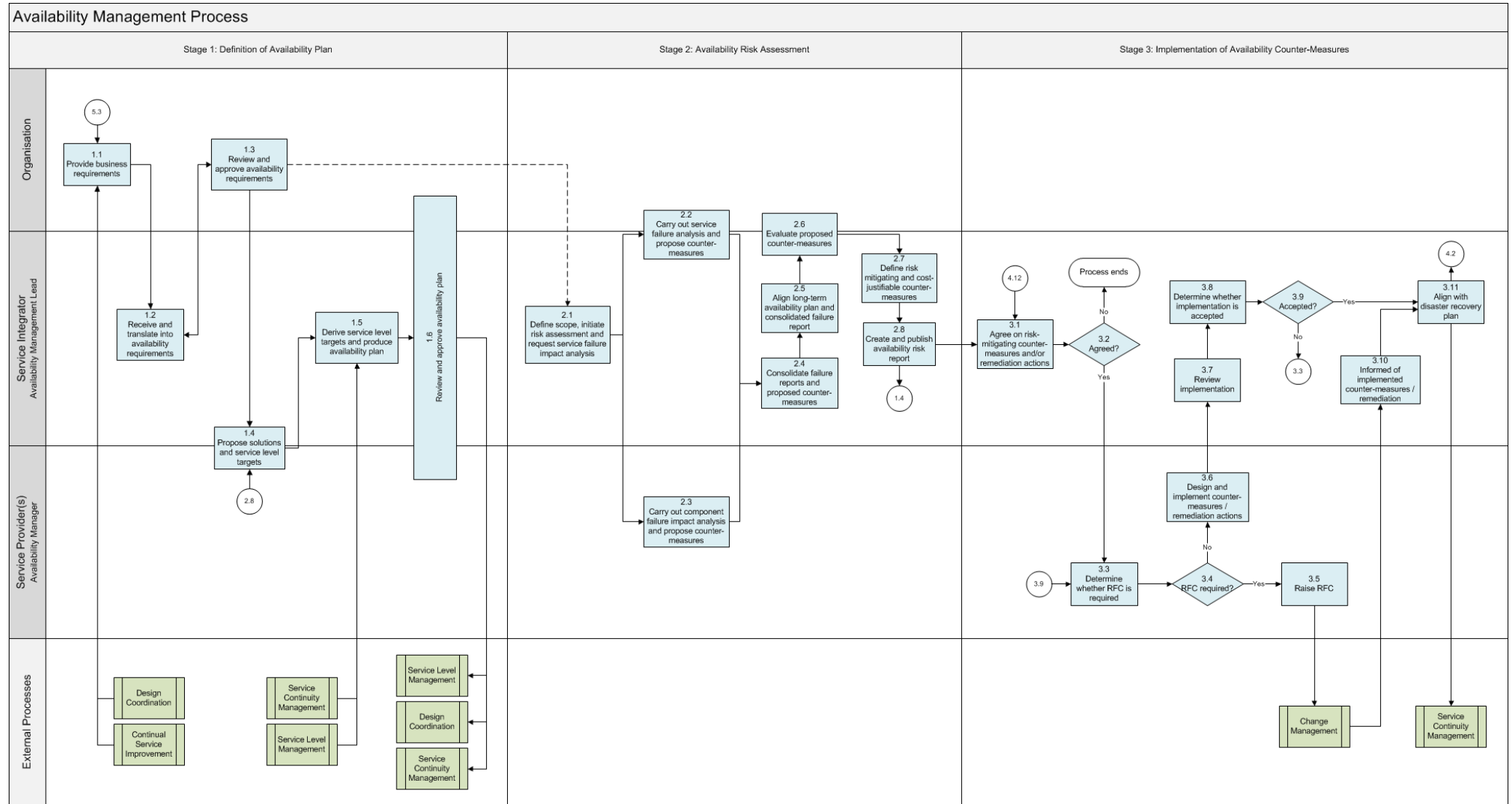
- Produce and maintain an appropriate and up-to-date availability plan that reflects the current and future needs of the business.
- Provide advice and guidance to all other areas of the business on all availability-related issues.
- Ensure that service availability achievements meet all their agreed targets by managing services and resources-related availability performance.
- 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.

1.3 Critical Success Factors

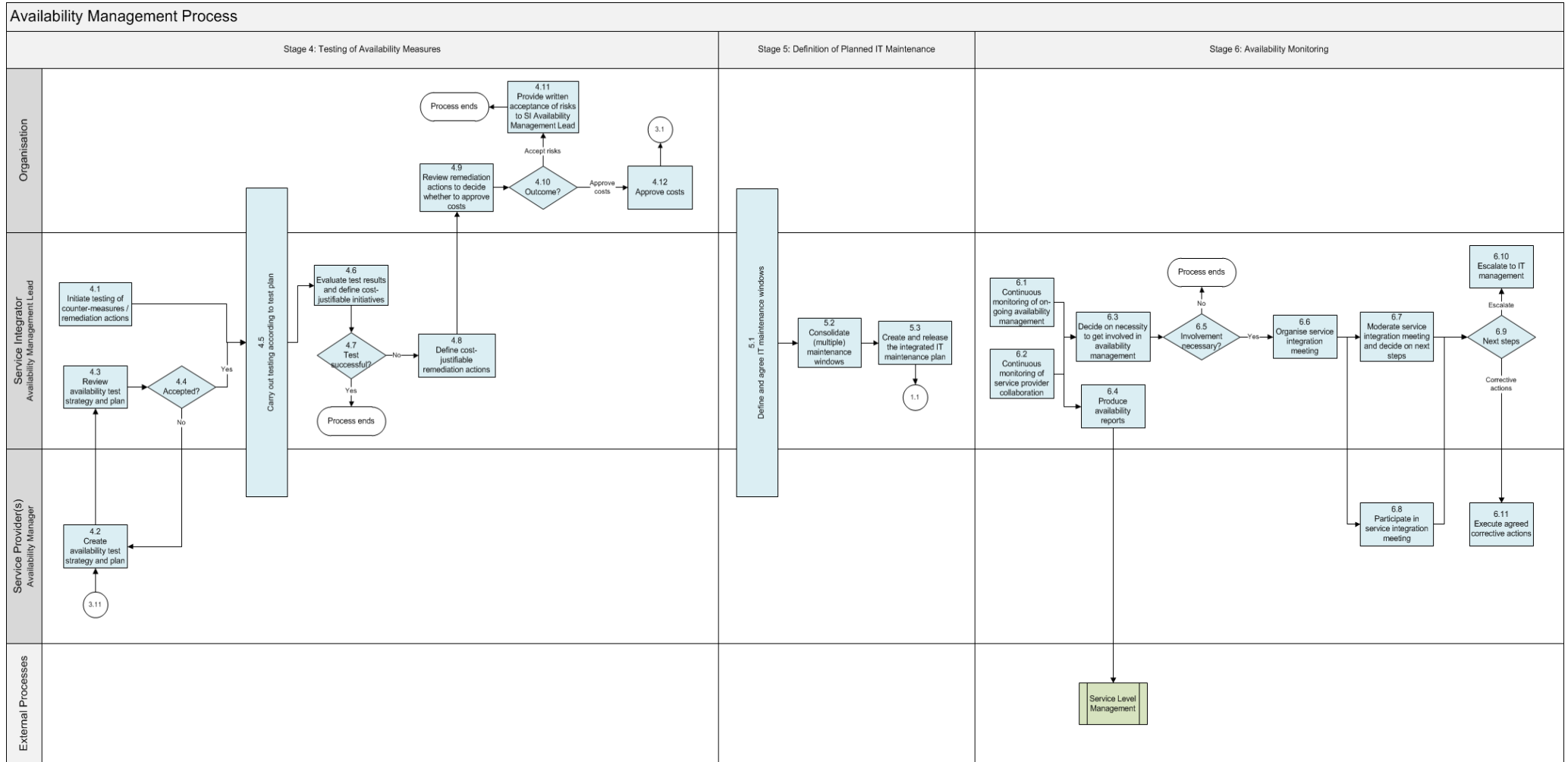
The critical success factors for Availability Management are:

- The availability and reliability of services is effectively managed.
- The business needs to access services are satisfied.
- The availability of infrastructure and applications meets the associated SLAs.
- Effective service investment decision-making is enabled through the provision of solid cost / benefit analysis associated with potential service availability improvements.

2 PROCESS FLOWCHART



Availability Management Process



3 PROCESS DESCRIPTION

No.	Activity	Description	Inputs	Outputs	Responsible
Stage 1: Definition of Availability Plan					
1.1	Provide business requirements	All necessary information regarding the business availability requirements is collected and provided to the SI Availability Management Lead. This information includes, but is not limited to: <ul style="list-style-type: none"> • How critical the service is • The required hours of service • Acceptable maintenance windows 	<ul style="list-style-type: none"> • Design Coordination Process (S1) • Continual Service Improvement Process (S2) • IT Maintenance Plan (S26) 	<ul style="list-style-type: none"> • Business Availability Requirements 	<ul style="list-style-type: none"> • Organisation
1.2	Receive and translate into availability requirements	The provided input from the Organisation is received and translated into concrete availability requirements. The SI Availability Management Lead ensures that the new or changed service will meet its availability specifications and that the performance of existing services is not negatively impacted. This is then sent to the Organisation for review and approval.	<ul style="list-style-type: none"> • Business Availability Requirements 	<ul style="list-style-type: none"> • Availability Requirements (S3) 	<ul style="list-style-type: none"> • SI Availability Management Lead
1.3	Review and approve availability requirements	The Organisation reviews the availability requirement produced by the SI Availability Management Lead and, once satisfied, approves them. This may be an iterative activity that requires updates from the SI Availability Management Lead before approval is granted.	<ul style="list-style-type: none"> • Availability Requirements (S3) 	<ul style="list-style-type: none"> • Availability Requirements (S3) - approved 	<ul style="list-style-type: none"> • Organisation
1.4	Propose solutions and service level targets	The availability requirements are reviewed by the Service Provider(s) and solution opportunities created and reviewed / quantified by the SI Availability Management Lead. Any availability reports (produced in activity 2.8) will also be utilised during this activity. Note: The proposed solutions need to ensure that the targets for the services are met and can be monitored.	<ul style="list-style-type: none"> • Availability Requirements (S3) - approved • Availability Risk Report (S15) 	<ul style="list-style-type: none"> • Proposed Solution Opportunities 	<ul style="list-style-type: none"> • Service Provider(s) - Availability Manager • SI Availability Management Lead
1.5	Derive service level targets and produce availability plan	Availability service level targets are defined. These can be monitored and the design of the services has been based upon them. The availability plan is produced as a forward looking plan aimed at securing (or improving) the overall availability of the business applications (and underlying IT infrastructure). The availability plan contains, but is not limited to, the following focus areas: <ul style="list-style-type: none"> • Improvement • Planned risk assessments • Resource planning • Timelines 	<ul style="list-style-type: none"> • Availability Requirements (S3) - approved • Proposed Solution Opportunities • Service Continuity Management Process (S21) • Service Level Management Process (S5) 	<ul style="list-style-type: none"> • Service Level Targets (S4) • Availability Plan (S6) - draft 	<ul style="list-style-type: none"> • SI Availability Management Lead

Availability Management Process

No.	Activity	Description	Inputs	Outputs	Responsible
		<ul style="list-style-type: none"> Implied costs <p>The SI Availability Management Lead is accountable for all Service Provider availability plans and consolidates them into an over-arching availability plan.</p> <p><u>Note:</u> Where one Service Provider needs the input of another Service Provider to complete their availability plan, the Service Providers must communicate effectively to resolve any issues.</p>			
1.6	Review and approve availability plan	<p>The SI Availability Management Lead, Organisation, and relevant Service Provider(s) review the draft availability plan and approve once satisfied that it is accurate (this may involve re-work).</p> <p>The availability plan is shared with all relevant stakeholders (e.g. Service Level Management for service level targets and Design Coordination for solution guidelines processes).</p>	<ul style="list-style-type: none"> Availability Plan (S6) - draft 	<ul style="list-style-type: none"> Availability Plan (S6) - approved Service Level Management Process (S5) Service Continuity Management Process (S21) Design Coordination Process (S1) 	<ul style="list-style-type: none"> SI Availability Management Lead
Stage 2: Availability Risk Assessment					
2.1	Define scope, initiate risk assessment and request service failure impact analysis	<p>The scope of a risk assessment is defined in order to carry out a structured approach in identifying availability risks.</p> <p>A failure impact analysis for the defined scope (e.g. defined amount of services) is initiated and the participation in the risk assessment is requested from business and from the Service Provider(s).</p> <p><u>Note:</u> This stage can be performed as a stand-alone activity or can be initiated by activity 1.3 in order to feed back into activity 1.4.</p>	<ul style="list-style-type: none"> SLA (S7) Unavailability Notification (S8) Availability Report (S9) Availability Requirements (S3) 	<ul style="list-style-type: none"> Service Failure Impact Analysis - requested 	<ul style="list-style-type: none"> SI Availability Management Lead
2.2	Carry out service failure analysis and propose counter-measures	<p>The request to perform the failure impact analysis is received and jointly carried out by the SI Availability Management Lead and the Organisation.</p> <p>Service integration works with the business to identify possible counter-measures justified by the identified risks in terms of their potential impact on services.</p> <p>The service failure impact report, including the proposed counter-measures, is produced.</p>	<ul style="list-style-type: none"> Service Failure Impact Analysis - requested 	<ul style="list-style-type: none"> Service Failure Impact Analysis (S10) Proposed counter-measures Service Failure Impact Report (S11) 	<ul style="list-style-type: none"> SI Availability Management Lead Organisation
2.3	Carry out component failure impact analysis and propose counter-measures	<p>The Service Provider Availability Manager receives the request, performs the component failure impact analysis and also investigates and proposes possible counter-measures against identified risks and weaknesses.</p> <p>The component failure impact report, including proposed counter-measures, is produced.</p>	<ul style="list-style-type: none"> Component Failure Impact Analysis - requested 	<ul style="list-style-type: none"> Component Failure Impact Report (S12) Possible counter-measures 	<ul style="list-style-type: none"> Service Provider(s) - Availability Manager

Availability Management Process

No.	Activity	Description	Inputs	Outputs	Responsible
2.4	Consolidate failure reports and proposed counter-measures	The SI Availability Management Lead receives the reports from both business and provider and consolidates them in a single end-to-end failure impact report, including all proposed counter-measures.	<ul style="list-style-type: none"> Service Failure Impact Report (S11) Component Failure Impact Report (S12) Possible counter-measures 	<ul style="list-style-type: none"> Failure Impact Report (S13) Proposed counter-measures 	<ul style="list-style-type: none"> SI Availability Management Lead
2.5	Align long-term availability plan and consolidated failure report	The failure impact report is aligned with the availability plan with respect to the proposed counter-measures. The alignment ensures the consistency of short-term and long-term plans.	<ul style="list-style-type: none"> Failure Impact Report (S13) Proposed counter-measures Availability Plan (S6) 	<ul style="list-style-type: none"> Counter-measures aligned with long-term Availability Plan (S6) 	<ul style="list-style-type: none"> SI Availability Management Lead
2.6	Evaluate proposed counter-measures	The proposed counter-measures are shared with the business in order to evaluate and prioritise the possible counter-measures.	<ul style="list-style-type: none"> Counter-measures aligned with long-term Availability Plan (S6) 	<ul style="list-style-type: none"> Evaluated and prioritised counter-measures 	<ul style="list-style-type: none"> SI Availability Management Lead Organisation
2.7	Define risk-mitigating and cost-justifiable counter-measures	Risk mitigating and cost-justifiable counter-measures are defined in order to address the identified unavailability risks in-line with business priorities.	<ul style="list-style-type: none"> Evaluated and prioritised counter measures 	<ul style="list-style-type: none"> Counter-Measures / Remediation Actions (S14) 	<ul style="list-style-type: none"> SI Availability Management Lead
2.8	Create and publish availability risk report	The availability risk report is created and shared with all relevant stakeholders containing information on identified risk and the defined and prioritised counter measures in order to address availability risks.	<ul style="list-style-type: none"> Counter-Measures / Remediation Actions (S14) 	<ul style="list-style-type: none"> Availability Risk Report (S15) 	<ul style="list-style-type: none"> SI Availability Management Lead
Stage 3: Implementation of Availability Counter-Measures					
3.1	Agree on risk-mitigating counter-measures and/or remediation actions	The defined counter-measures and/or remediation actions are presented and agreed or rejected by the SI Availability Management Lead.	<ul style="list-style-type: none"> Counter-Measures / Remediation Actions (S14) Proposal to address identified weakness 	<ul style="list-style-type: none"> Counter-Measures / Remediation Actions (S14) - agreed or rejected 	<ul style="list-style-type: none"> SI Availability Management Lead
3.2	Agreed?	If the counter-measures and/or remediation action are agreed, proceed with activity 3.3. If the counter-measures and/or remediation actions are rejected, the process ends.	n/a	n/a	n/a
3.3	Determine whether RFC is required	The Service Provider Availability Manager determines whether the implementation of the counter measures and/or remediation action requires an RFC.	<ul style="list-style-type: none"> Counter-Measures / Remediation Actions (S14) - agreed 	<ul style="list-style-type: none"> RFC (S17) required / not required 	<ul style="list-style-type: none"> Service Provider(s) - Availability Manager
3.4	RFC required?	If an RFC is required, proceed with activity 3.5. If an RFC is not required, proceed with activity 3.6.	n/a	n/a	n/a

Availability Management Process

No.	Activity	Description	Inputs	Outputs	Responsible
3.5	Raise RFC	An RFC containing all relevant information (e.g. description of availability risk, counter-measures and business requirements) is created and the Change Management process is initiated.	<ul style="list-style-type: none"> • RFC (S17) required 	<ul style="list-style-type: none"> • RFC (S17) • Change Management Process (S16) 	<ul style="list-style-type: none"> • Service Provider(s) - Availability Manager
3.6	Design and implement counter-measures / remediation actions	<p>Detailed designs for respective counter-measures and/or remediation actions are created. The design is then developed, tested and implemented.</p> <p><u>Note:</u> The defined processes for designing and implementing the counter-measures are not mandatory (if so, an RFC would have been generated) but the use of the principles of these processes is highly recommended also for these activities.</p>	<ul style="list-style-type: none"> • Counter-Measures / Remediation Actions (S14) - agreed • RFC not required • Solution Proposal (S18) - approved • Availability Plan (S6) - approved • Availability Design Guidelines (S19) 	<ul style="list-style-type: none"> • Counter-measures / remediation actions - designed and implemented 	<ul style="list-style-type: none"> • Service Provider(s) - Availability Manager
3.7	Review implementation	The implementation of counter-measures and remediation actions is reviewed in order to ensure that the counter-measures are effective in meeting availability service levels and are also sufficiently mitigating risks associated with unavailability.	<ul style="list-style-type: none"> • Counter-measures / remediation actions - designed and implemented 	<ul style="list-style-type: none"> • Counter-measures / remediation actions - reviewed implementation 	<ul style="list-style-type: none"> • SI Availability Management Lead
3.8	Determine whether implementation is accepted	The SI Availability Management Lead determines whether the implementation of the counter-measures and/or remediation action is accepted or rejected.	<ul style="list-style-type: none"> • Counter-measures / remediation actions - reviewed implementation 	<ul style="list-style-type: none"> • Implementation of counter-measures and/or remediation actions - approved or rejected 	<ul style="list-style-type: none"> • SI Availability Management Lead
3.9	Accepted?	<p>If the implementation of the counter-measures and/or remediation actions is accepted, proceed with activity 3.11.</p> <p>If the implementation of the counter measures and/or remediation actions is rejected, proceed with activity 3.3.</p>	n/a	n/a	n/a
3.10	Informed of implemented counter-measures / remediation	The information on the implemented change (a counter-measure and/or remediation action) is received.	<ul style="list-style-type: none"> • Change Management Process (S16) • Change notification • Implemented Change 	<ul style="list-style-type: none"> • Received information on implemented change 	<ul style="list-style-type: none"> • SI Availability Management Lead
3.11	Align with disaster recovery plan	Relevant information is provided to the Service Continuity Management process in order to ensure alignment of the Disaster Recovery Plans with the implemented counter-measures and/or remediation actions.	<ul style="list-style-type: none"> • Relevant (technical) documentation • Received information on implemented change 	<ul style="list-style-type: none"> • Identified actions needed to update Disaster Recovery Plans (S20) • Service Continuity Management Process (S21) 	<ul style="list-style-type: none"> • SI Availability Management Lead

Availability Management Process

No.	Activity	Description	Inputs	Outputs	Responsible
Stage 4: Testing of Availability Measures					
4.1	Initiate testing of counter-measures / remediation actions	<p>The testing of the counter-measures and/or remediation actions is initiated.</p> <p>Note: These availability tests are not the same type of tests that are performed during the implementation of software or hardware changes. The availability test focuses on carrying out a dry run of, for example, a counter-measure, to see whether it is effective.</p>	<ul style="list-style-type: none"> Counter-Measures / Remediation Actions (S14) 	<ul style="list-style-type: none"> Initiated test of counter measures / remediation actions 	<ul style="list-style-type: none"> SI Availability Management Lead
4.2	Create availability test strategy and plan	<p>Based on the availability plans, the Service Provider defines an availability test strategy and an availability test plan. The test strategy and plan contain, as a minimum, a definition of measures, goals, test objectives and success criteria.</p> <p>The availability test strategy and availability test plans are aligned with the Service Provider's Service Continuity Manager.</p> <p>The availability test strategy and plan are forwarded to the SI Availability Management Lead for review and approval.</p>	<ul style="list-style-type: none"> Availability Plans (S6) 	<ul style="list-style-type: none"> Availability Test Strategy (S22) - draft Availability Test Plan (S23) - draft 	<ul style="list-style-type: none"> Service Provider(s) - Availability Manager
4.3	Review availability test strategy and plan	<p>The final plans and strategies are reviewed and determined whether the documents are approved or rejected.</p>	<ul style="list-style-type: none"> Availability Test Strategy (S22) - draft Availability Test Plan (S23) - draft 	<ul style="list-style-type: none"> Availability Test Strategy (S22) - approved or rejected Availability Test Plan (S23) - approved or rejected 	<ul style="list-style-type: none"> SI Availability Management Lead
4.4	Accepted?	<p>If the plans and strategies are approved, proceed with activity 4.5.</p> <p>If the plans and strategies are rejected, go back to activity 4.2.</p>	n/a	n/a	n/a
4.5	Carry out testing according to test plan	<p>The availability tests are carried out according to the availability test plan. The Service Provider coordinates the business and service integration resources to participate in testing activities.</p> <p>The Service Provider documents the test activities, results and proposed improvements in an availability test report.</p>	<ul style="list-style-type: none"> Availability Test Strategy (S22) - approved Availability Test Plan (S23) - approved Initiated test of counter measures / remediation actions 	<ul style="list-style-type: none"> Availability Test Plan (S23) - executed Availability Test Report (S24) 	<ul style="list-style-type: none"> SI Availability Management Lead Service Provider(s) - Availability Manager Organisation
4.6	Evaluate test results and define cost-justifiable initiatives	<p>The availability test report is received, reviewed and (if correct) signed off by the SI Availability Management Lead.</p> <p>The proposed improvements are evaluated together with the Organisation's CI Owner in order to decide whether any weaknesses need to be address by new remediation actions and/or counter-measures.</p>	<ul style="list-style-type: none"> Availability Test Report (S24) 	<ul style="list-style-type: none"> Test run not successful -additional steps required OR Test run successful - additional steps required 	<ul style="list-style-type: none"> SI Availability Management Lead

Availability Management Process

No.	Activity	Description	Inputs	Outputs	Responsible
4.7	Test successful?	If the test run was not successful and additional steps are required, proceed with activity 4.8. If the test run was successful and no additional activities need to be performed, the process terminates here.	n/a	n/a	n/a
4.8	Define cost-justifiable remediation actions	It is decided what kind of counter-measures and/or remediation actions are required. A solution proposal to address the identified weakness is produced.	<ul style="list-style-type: none"> • Test run not successful -additional steps required 	<ul style="list-style-type: none"> • Solution Proposal (S18) to address identified weakness 	<ul style="list-style-type: none"> • SI Availability Management Lead
4.9	Review remediation actions to decide whether to approve costs	The Organisation's CI owner reviews the documented remediation actions to decide whether cost approval can be given.	<ul style="list-style-type: none"> • Solution Proposal (S18) to address identified weakness 	<ul style="list-style-type: none"> • Solution Proposal (S18) to address identified weakness - cost approval granted OR • Solution Proposal (S18) to address identified weakness - rejected 	<ul style="list-style-type: none"> • Organisation
4.10	Outcome?	If the costs can be approved, proceed to activity 4.12. If the business decides to accept the current risks and not approve any spending on remediation activities, proceed with activity 4.11.	n/a	n/a	n/a
4.11	Provide written acceptance of risks to SI Availability Management Lead	If the Organisation decides to accept the current risks, they must provide a written acceptance of the risks to the SI Availability Management Lead.	<ul style="list-style-type: none"> • Solution Proposal (S18) to address identified weakness rejected 	<ul style="list-style-type: none"> • Written acceptance of risks 	<ul style="list-style-type: none"> • Organisation
4.12	Approve costs	The Organisation's CI owner approves costs following their own internal cost approval processes. Once approved, go to activity 3.1.	<ul style="list-style-type: none"> • Solution Proposal (S18) to address identified weakness - cost approval granted 	<ul style="list-style-type: none"> • Costs approved 	<ul style="list-style-type: none"> • Organisation
Stage 5: Definition of Planned IT Maintenance					
5.1	Define and agree IT maintenance windows	IT maintenance windows are defined and documented separately by the Organisation, SI Availability Management Lead and the Service Provider(s) Availability Manager. Note: A maintenance window is a defined and agreed time-slot which can be used for maintenance activities.	<ul style="list-style-type: none"> • Service Levels • Service Catalogue (S25) 	<ul style="list-style-type: none"> • Defined IT Maintenance Windows 	<ul style="list-style-type: none"> • SI Availability Management Lead • Organisation • Service Provider(s) - Availability Manager
5.2	Consolidate (multiple) maintenance windows	The SI Availability Management Lead receives all of the various defined maintenance windows and consolidates.	<ul style="list-style-type: none"> • Defined IT Maintenance Windows 	<ul style="list-style-type: none"> • Consolidated Maintenance Windows 	<ul style="list-style-type: none"> • SI Availability Management Lead

Availability Management Process

No.	Activity	Description	Inputs	Outputs	Responsible
5.3	Create and release the integrated IT maintenance plan	An integrated IT maintenance plan across all Service Providers and services is produced and published.	<ul style="list-style-type: none"> Consolidated Maintenance Windows 	<ul style="list-style-type: none"> IT Maintenance Plan (S26) 	<ul style="list-style-type: none"> SI Availability Management Lead
Stage 6: Availability Monitoring					
6.1	Continuous monitoring of on-going availability management	<p>The continuous monitoring of the on-going availability management is performed using different approaches:</p> <ul style="list-style-type: none"> Reviewing the available availability management documents Regularly checking if counter-steering in the availability plan is necessary Regularly checking if SLAs / OLAs are about to fail Gathering business feedback from the BRMs 	<ul style="list-style-type: none"> SLAs / OLAs (S7) Business feedback 	<ul style="list-style-type: none"> Performed monitoring Analysed Availability Management 	<ul style="list-style-type: none"> SI Availability Management Lead
6.2	Continuous monitoring of service provider collaboration	<p>The continuous monitoring of on-going provider collaboration is performed using different approaches:</p> <ul style="list-style-type: none"> Checking amount of required changes to the availability management documents Evaluating compliance with agreed IT maintenance windows 	n/a	<ul style="list-style-type: none"> Performed monitoring Analysed Provider collaboration 	<ul style="list-style-type: none"> SI Availability Management Lead
6.3	Decide on necessity to get involved in availability management	The SI Availability Management Lead decides whether to get involved in Availability Management in cases like maintenance activities being delayed, increased numbers of rejected counter-measures or remediation actions.	<ul style="list-style-type: none"> Performed monitoring Analysed Availability Management Analysed Provider collaboration 	<ul style="list-style-type: none"> Involvement in Availability Management is necessary <p>OR</p> <ul style="list-style-type: none"> Involvement in Availability Management is not necessary 	<ul style="list-style-type: none"> SI Availability Management Lead
6.4	Produce availability reports	Based on the on-going monitoring of availability management and service provider collaboration, the SI Availability Management Lead produces various availability reports (what's good, issues, etc.) that feed in to the Service Level Management Process.	<ul style="list-style-type: none"> Performed monitoring Analysed Availability Management Analysed Provider collaboration 	<ul style="list-style-type: none"> Various Availability Reports Service Level Management Process (S5) 	<ul style="list-style-type: none"> SI Availability Management Lead
6.5	Involvement necessary?	<p>If involvement is necessary, proceed with activity 6.6.</p> <p>If involvement is not necessary, the process ends.</p>	n/a	n/a	n/a

Availability Management Process

No.	Activity	Description	Inputs	Outputs	Responsible
6.6	Organise service integration meeting	When issues need to be handled via a service integration meeting (i.e. involvement is necessary), the meeting agenda is created and the meeting is scheduled with all required participants. The agenda is communicated accordingly.	<ul style="list-style-type: none"> • Involvement in Availability Management is necessary • Selected topics for Service Integration Meeting 	<ul style="list-style-type: none"> • Service Integration Meeting Schedule and Agenda (S27) 	<ul style="list-style-type: none"> • SI Availability Management Lead
6.7	Moderate service integration meeting and decide on next steps	<p>The SI Availability Management Lead acts as moderator during the service integration meeting, ensuring fair and productive feedback and a focus on issue resolution.</p> <p>The SI Availability Management Lead documents meeting minutes and communicates the decisions made.</p>	<ul style="list-style-type: none"> • Service Integration Meeting Schedule and Agenda (S27) 	<ul style="list-style-type: none"> • Escalation to IT Management OR • Corrective actions 	<ul style="list-style-type: none"> • SI Availability Management Lead
6.8	Participate in service integration meeting	The invited Service Provider Availability Manager(s) should actively participate in the service integration meeting, providing options for issue resolution.	<ul style="list-style-type: none"> • Service Integration Meeting Schedule and Agenda (S27) 	<ul style="list-style-type: none"> • Input on issue resolution 	<ul style="list-style-type: none"> • Service Provider(s) - Availability Manager
6.9	Next steps?	<p>If agreement is not reached on any issues, the issue is escalated to IT Management. Proceed to activity 6.10.</p> <p>If corrective actions are agreed, proceed to activity 6.11.</p>	n/a	n/a	n/a
6.10	Escalate to IT management	<p>If the service integration meeting was not able to reach agreement, the issue is escalated by the SI Availability Management Lead for a decision.</p> <p>The process ends here.</p>	<ul style="list-style-type: none"> • Escalation to IT Management 	<ul style="list-style-type: none"> • Issue escalated 	<ul style="list-style-type: none"> • SI Availability Management Lead
6.11	Execute agreed corrective actions	<p>The SI Availability Management Lead ensures that any agreed corrective actions are executed by the Service Provider(s).</p> <p>The SI Availability Management Lead also collects all relevant information on the service integration meeting and finalises the SI meeting report including all information relating to findings, counter-measures, meeting minutes, decisions and breached SLAs / OLAs.</p> <p>The Service Integration meeting report is sent to all relevant stakeholders.</p>	<ul style="list-style-type: none"> • Corrective actions 	<ul style="list-style-type: none"> • Executed corrective actions • Created and shared Service Integration Meeting Report (S28) • Documented decision on how to solve existing issues 	<ul style="list-style-type: none"> • Service Provider(s) - Availability Manager

4 ROLES AND RESPONSIBILITIES

Activity		Service Integrator Availability Management Lead	Service Provider Availability Manager	Organisation
Stage 1: Definition of Availability Plan				
1.1	Provide business requirements	I		R / A
1.2	Receive and translate into availability requirements	R / A	I	
1.3	Review and approve availability requirements	I		R / A
1.4	Propose solutions and service level targets	R	R / A	
1.5	Derive service level targets and produce availability plan	R / A	C / I	I
1.6	Review and approve availability plan	R / A	R	R
Stage 2: Availability Risk Assessment				
2.1	Define scope, initiate risk assessment and request service failure impact analysis	R / A	I	I
2.2	Carry out service failure analysis and propose counter-measures	R / A		R / C
2.3	Carry out component failure impact analysis and propose counter-measures	I	R / A	
2.4	Consolidate failure reports and proposed counter-measures	R / A		
2.5	Align long-term availability plan and consolidated failure report	R / A		
2.6	Evaluate proposed counter-measures	R / A		R / C
2.7	Define risk-mitigating and cost-justifiable counter-measures	R / A		
2.8	Create and publish availability risk report	R / A		
Stage 3: Implementation of Availability Counter-Measures				
3.1	Agree on risk-mitigating counter-measures and/or remediation actions	R / A	I	C
3.3	Determine whether RFC is required		R / A	
3.5	Raise RFC		R / A	
3.6	Design and implement counter-measures / remediation actions	I	R / A	
3.7	Review implementation	R / A		
3.8	Determine whether implementation is accepted	R / A		C
3.10	Informed of implemented counter-measures / remediation	R / A		

Availability Management Process

Activity		Service Integrator Availability Management Lead	Service Provider Availability Manager	Organisation
3.11	Align with disaster recovery plan	R / A		
Stage 4: Testing of Availability Measures				
4.1	Initiate testing of counter-measures / remediation actions	R / A	I	I
4.2	Create availability test strategy and plan	I	R / A	
4.3	Review availability test strategy and plan	R / A		C
4.5	Carry out testing according to test plan	R / A	R	R
4.6	Evaluate test results and define cost-justifiable initiatives	R / A		C
4.8	Define cost-justifiable remediation actions	R / A		C
4.9	Review remediation actions to decide whether to approve costs	C		R / A
4.11	Provide written acceptance of risks to SI Availability Management Lead	I		R / A
4.12	Approve costs	I	I	R / A
Stage 5: Definition of Planned IT Maintenance				
5.1	Define and agree IT maintenance windows	R / A	R	R
5.2	Consolidate (multiple) maintenance windows	R / A		
5.3	Create and release the integrated IT maintenance plan	R / A	I	I
Stage 6: Availability Monitoring				
6.1	Continuous monitoring of on-going availability management	R / A	C	
6.2	Continuous monitoring of service provider collaboration	R / A	C	
6.3	Decide on necessity to get involved in availability management	R / A		
6.4	Produce availability reports	R / A	I	I
6.6	Organise service integration meeting	R / A	I	
6.7	Moderate service integration meeting and decide on next steps	R / A		
6.8	Participate in service integration meeting	A	R	
6.10	Escalate to IT management	R / A	I	
6.11	Execute agreed corrective actions	A	R	I

Key to RACI Chart:

- Responsible (R) : The person / group who has to perform the task
- Accountable (A) : The person / group who is accountable for the deliverables of the task
- Consulted (C) : Persons who must always be consulted before a decision / action is taken
- Informed (I) : Persons who must always be informed after a decision / action is taken

5 SUPPORTING DOCUMENTS

No.	Document Name	Owner	Location
S1	Design Coordination Process	SI Design Coordination Lead	Service Knowledge Management System
S2	Continual Service Improvement Process	SI Continual Service Improvement Lead	Service Knowledge Management System
S3	Availability Requirements	SI Availability Management Lead	Service Knowledge Management System
S4	Service Level Targets	SI Availability Management Lead	Service Knowledge Management System
S5	Service Level Management Process	SI Service Level Management Lead	Service Knowledge Management System
S6	Availability Plan	SI Availability Management Lead	Service Knowledge Management System
S7	Service (and Operational) Level Agreements	SI Service Level Management Lead	Service Knowledge Management System
S8	Unavailability Notification	SI Availability Management Lead	Service Knowledge Management System
S9	Availability Report	SI Availability Management Lead	Service Knowledge Management System
S10	Service Failure Impact Analysis	SI Availability Management Lead	Service Knowledge Management System
S11	Service Failure Impact Report	SI Availability Management Lead	Service Knowledge Management System
S12	Component Failure Impact Report	SI Availability Management Lead	Service Knowledge Management System
S13	Failure Impact Report	SI Availability Management Lead	Service Knowledge Management System
S14	Counter-Measures / Remediation Actions	SI Availability Management Lead	Service Knowledge Management System
S15	Availability Risk Report	SI Availability Management Lead	Service Knowledge Management System
S16	Change Management Process	SI Change Management Lead	Service Knowledge Management System
S17	Request for Change	SI Change Management Lead	Service Management Tool
S18	Solution Proposal	SI Availability Management Lead	Service Knowledge Management System
S19	Availability Design Guidelines	SI Availability Management Lead	Service Knowledge Management System
S20	Disaster Recovery Plans	SI Service Continuity Management Lead	Service Knowledge Management System
S21	Service Continuity Management Process	SI Service Continuity Management Lead	Service Knowledge Management System
S22	Availability Test Strategy	SI Availability Management Lead	Service Knowledge Management System
S23	Availability Test Plan	SI Availability Management Lead	Service Knowledge Management System
S24	Availability Test Report	SI Availability Management Lead	Service Knowledge Management System
S25	Service Catalogue	SI Service Catalogue Management Lead	Service Knowledge Management System
S26	IT Maintenance Plan	SI Availability Management Lead	Service Knowledge Management System
S27	Service Integration Meeting Schedule and Agenda	SI Availability Management Lead	Service Knowledge Management System
S28	Service Integration Meeting Report	SI Availability Management Lead	Service Knowledge Management System

6 GLOSSARY

Availability	“Ability of an IT service or other configuration item to perform its agreed function when required. Availability is determined by reliability, maintainability, serviceability, performance and security. Availability is usually calculated as a percentage. This calculation is often based on agreed service time and downtime. It is best practice to calculate availability of an IT service using measurements of the business output.” <i>(ITIL definition)</i>
Availability Management	“The process responsible for ensuring that IT services meet the current and future availability needs of the business in a cost-effective and timely manner. Availability management defines, analyses, plans, measures and improves all aspects of the availability of IT services, and ensures that all IT infrastructures, processes, tools, roles etc. are appropriate for the agreed service level targets for availability.” <i>(ITIL definition)</i>
Availability Plan	“A plan to ensure that existing and future availability requirements for IT services can be provided cost-effectively.” <i>(ITIL definition)</i>
BRM	Business Relationship Manager
CI	Configuration Item
ITIL	IT Infrastructure Library
KPI	Key Performance Indicator
OLA	Operational Level Agreement - “An agreement between an IT service provider and another part of the same organization. It supports the IT service provider’s delivery of IT services to customers and defines the goods or services to be provided and the responsibilities of both parties.” <i>(ITIL definition)</i>
RAID	Redundant Array of Independent Disks
RFC	Request for Change
SI	Service Integrator
SLA	Service Level Agreement - “An agreement between an IT service provider and a customer. A service level agreement describes the IT service, documents service level targets, and specifies the responsibilities of the IT service provider and the customer. A single agreement may cover multiple IT services or multiple customers.” <i>(ITIL definition)</i>