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MANAGEMENT PROCESS GUIDE

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Service Catalog Management Process Guide

1. PURPOSE. The purpose of the Enterprise Information Technology Service Management (ITSM) Service Catalog Management Process Guide is to establish a documented and clear foundation for process implementation and execution across the Marine Corps Information Environment (MCIE). Process implementation and execution at lower levels (e.g., Regional, Local and Programs of Record) must align and adhere to directives and schema documented within this guide. The use of this guide enables USMC Information Technology (IT) activities through promoting standardization of work instructions and operating procedures across a continuum of document specificity.

2. CANCELLATION. 2300-02.

3. AUTHORITY. The information promulgated in this publication is based upon policy and guidance contained in reference (a).

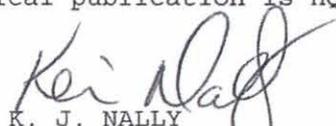
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a. Compliance. Compliance with the provisions of this publication is required unless a specific waiver is authorized.

b. Waivers. Waivers to the provisions of this publication will be authorized by the Director, Command, Control, Communications and Computers.

6. SPONSOR. The sponsor of this technical publication is HQMC C4 CP.


K. J. NALLY
Brigadier General
U.S. Marine Corps
Director, Command, Control,
Communications and Computers (C4)

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***Enterprise IT Service Management
Service Catalog Management
Process Guide***



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Reviews and Approval

This plan has been reviewed by the SCM Process Owner and is approved for use.

Hank Costa

Signature of SCM Process Owner

Printed Name of SCM Process Owner

This page with signatures shall be scanned. The scanned page shall be included in the document that stores the plan.



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Enterprise IT Service Management Service Catalog Management Process Guide

1.0 INTRODUCTION

1.1 Purpose

The purpose of this process guide is to establish a documented and clear foundation for process implementation and execution across the Marine Corps Information Environment (MCIE). Process implementation and execution at lower levels (e.g., Regional, Local, and Programs of Record) must align and adhere to directives and schema documented within this guide. The use of this guide enables USMC IT activities through promoting standardization of work instructions and operating procedures across a continuum of document specificity as represented in Figure 1-1.

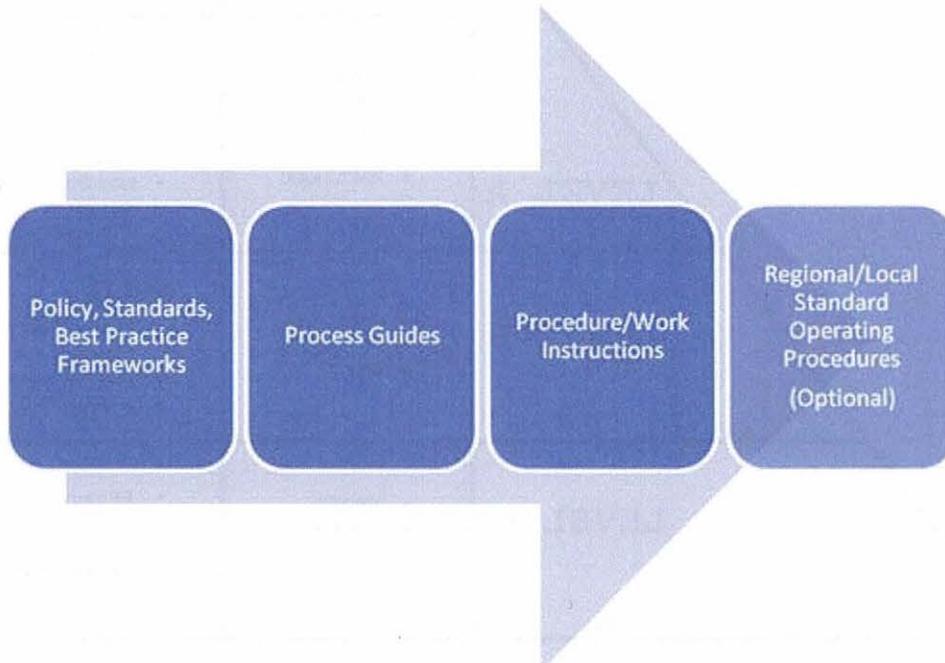


Figure 1-1 Process Document Continuum



1.2 Scope

The scope of this document covers all services provided in support of the MCIE for both the Secret Internet Protocol Router Network (SIPRNET), and the Non-Secure Internet Protocol Router Network (NIPRNET). Information remains relevant for the global operations and defense of the Marine Corps Enterprise Network (MCEN) as managed by Marine Corps Network Operations and Security Center (MCNOSC) including all Regional Network Operations and Security Centers (RNOSC) and Marine Air Ground Task Force Information Technology Support Center (MITSC) assets and supported Marine Expeditionary Forces (MEF), Supporting Establishments (SE) organizations, and Marine Corps Installation (MCI) commands.

Figure 1-2 depicts the various layers of document design. Each layer has discrete entities, each with their own specific authority when it comes to promulgating documentation. This enterprise process operates at Level B, sub processes such as procedures and work instructions are not included within the scope of this document.

	ENTITIES	DOCUMENTS GENERATED
LEVEL A	<ul style="list-style-type: none"> • Federal Govt • DoD • DoN • CMC/HQMC 	<ul style="list-style-type: none"> • Statutes/Laws • DoD Issuances • DoN Policies • Marine Corps Orders/IRMS
LEVEL B	<ul style="list-style-type: none"> • HQMC C4 • MCNOSC • MCSC 	<ul style="list-style-type: none"> • MCOs • IRMs (Process Guides) • Directives • MARADMINs
LEVEL C	<ul style="list-style-type: none"> • RNOSC • MITSC 	<ul style="list-style-type: none"> • Regional Procedures • Work Instructions
LEVEL D	<ul style="list-style-type: none"> • MCBs • POSTS • STATIONS 	<ul style="list-style-type: none"> • Locally Generated SOP's

Figure 1-2 Document Design Layers



1.3 Process and Document Control

This document will be reviewed semi-annually for accuracy by the Process Owner with designated team members. Questions pertaining to the conduct of the process should be directed to the Process Owner. Suggested Changes to the process should be directed to USMC C4 CP in accordance with MCO 5271.1C Information Resource Management (IRM) Standards and Guidelines Program.

2.0 PROCESS OVERVIEW

2.1 Purpose, Goals, and Objectives

The purpose of the Service Catalog Management (SCM) process is to ensure that central, accurate, and consistent service information is available. Having this information available allows both service consumers and service providers to understand appropriate details about the services that are being provided.

The goal of SCM is to produce and maintain an accurate and complete Service Catalog.

There are three key SCM objectives that contribute to this goal. SCM ensures:

- Accurate information and status of all operational enterprise services or enterprise services in transition to the live environment are published.
- Services are added, updated, and removed from the Service Catalog as appropriate (through ChM).
- Supporting relationship information about services is published and available.

SCM enables the implementation of Service-Level Management (SLM) by providing a conduit to publish the services that are currently being offered by the IT service provider. Additionally, SCM publishes information such as service definitions, support windows, and support contact information.

2.2 Relationships with other Processes

All IT Service Management processes are interrelated. The other processes in Figure 2 were selected due to the strength of the relationships and dependencies between them and the degree to which they underpin USMC near-term objectives. While any one of the other processes can operate in the presence of an immature process, the efficiency and effectiveness of each is greatly enhanced by the maturity and integration of all processes. Figure 2 depicts key relationships that exist between SCM and the other processes. This figure is not all-encompassing and the relationships shown can be direct or indirect.



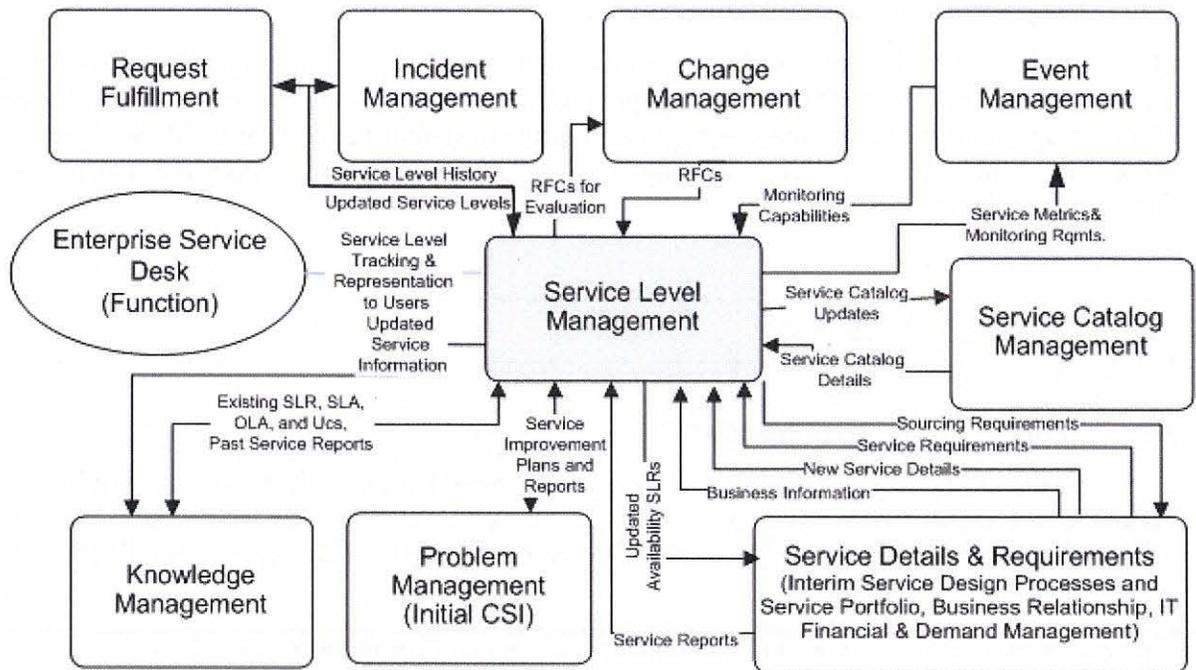


Figure 1. SCM Relationship with other Developed Processes

The following list contains descriptions of the SCM relationships (inputs or outputs) depicted in Figure 2.

Incident Management (IM)

- **Incident Metrics:** IM provides metrics regarding the health and welfare of services present in the IT Service Catalog.
- **Service Information:** The SC will provide service information in support of incident classification and prioritization.

Event Management (EM)

- **Service Information:** EM can provide SCM a view of key performance indicators (ex. Availability, Performance, Capacity, etc.) associated with services present in the IT Service Catalog.

Change Management (ChM)

- **Control:** The Service Catalog's value is dependent on the accuracy of its content. Effective coordination between ChM and SCM is required to ensure that every Request for Change (RFC) is analyzed for impact to the Service Catalog. As changes that result in material changes to Service Catalog content are released into production, the Service Catalog is updated accordingly.



- Risk and Impact Analysis Content: The Service Catalog provides rapid, at-a-glance views into key service attributes to include availability targets, maintenance windows, and change models for the purposes of change evaluation and planning.

Release and Deployment Management (RDM)

- Planning Content: The RDM Manager can use the Service Catalog for release planning as it is the definitive source of record for services that are present in the CMDB. The Service Catalog provides rapid, at-a-glance views into key service attributes.
- Status Updates: As releases are deployed, status updates are received from Release and Deployment Management and implemented in the Service Catalog (based on approved RFCs).

Configuration Management (CfM)

- Service Definition: The Service Catalog displays the services that are present in the CMDB. Service identification is a cornerstone of CMDB architecture and contents. Therefore, a high degree of coordination between CfM and SCM is required to ensure dependencies are effectively mapped and managed and service definitions stay in sync.
- Technical Service Content: The Technical Service Catalog is produced by SCM directly from CMDB contents. This artifact details the technical or functional components that underpin IT services. As such, it exists as a report or as a filtered view of the CMDB.

2.3 High-Level Process Model

The SCM process consists of several sub-processes and is highly integrated with the CfM and Change Management processes. The following workflow (Figure 3) depicts these processes and sub-processes that collectively enable and underpin SCM. See Section 3.0 for complete descriptions of the sub-process activities.



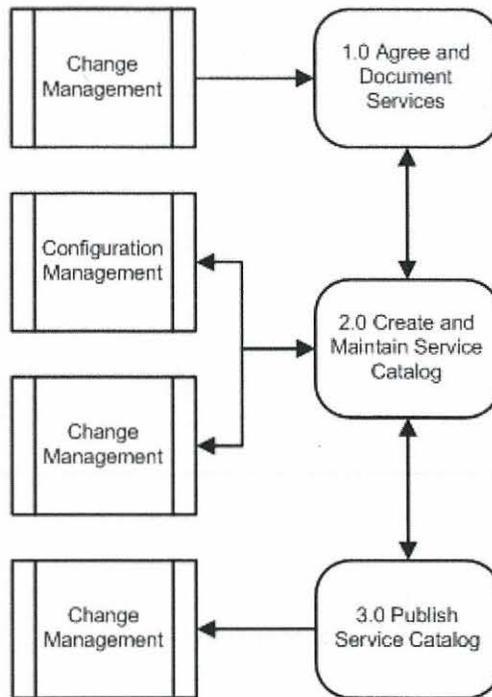


Figure 2. High-Level SCM Workflow

Table 1 contains descriptions of each sub-process. Each sub-process number is hyperlinked to its detailed description in Section 4.0 Sub-processes.

Table 1. SCM Process Activity Descriptions

Number	Process Activity	Description
1.0	Agree and Document Services	Candidate services are identified based upon those provisioned by the IT provider(s) to the user community. The identification of services is an iterative cycle. All changes to the Service Catalog are processed through ChM. The scope of the USMC IT Service Catalog and identification of those services included within the catalog are defined and ultimately authorized by C4 in partnership with MCSC. Through participation in the Enterprise ChM process, the Service Catalog Manager and Process Owner will be aware and participate in change analysis and implementation responsibilities for the Service Catalog.



Number	Process Activity	Description
2.0	Create and Maintain Service Catalog	<p>The Service Catalog is composed of two separate views of service information: The Business Service Catalog, and the Technical Service Catalog.</p> <p>The Business Service Catalog contains details of all IT services delivered to the customer, together with relationships to the business units and the business processes that rely on the IT services, forming the customer view of the Service Catalog.</p> <p>The Technical Service Catalog contains details of all the IT services delivered to the customer, together with relationships to the supporting services, shared services, components, and CIs necessary to support the provision of the service to the business. This catalog underpins the Business Service Catalog and does not form part of the customer view of IT services.</p> <p>Agreed IT business services are established within the USMC IT Service Catalog and recorded in the Configuration Management System. Creating and maintaining the service catalog consists of the activities to ensure this information about the Services in the Service Catalog and CMDB is current and accurate.</p>
3.0	Publish Service Catalog	<p>The Business Service Catalog is published and made available in such a way that it is readily accessible to all stakeholders with the necessary level of authorization.</p> <p>Information about the USMC Business Service Catalog is communicated to the USMC audience as a whole, while information about the Technical Service Catalog is communicated to the various USMC IT organizations and stakeholder organizations.</p> <p>Publication of Service Catalog updates will coincide with change deployment schedules.</p>

2.3.1 Process Description

SCM is the process through which services are identified, organized, documented and published to the service customers and users. When fully populated, the Service Catalog provides a listing of all services offered by the IT provider. Maintenance of the Service Catalog is a key part of the process. A current Service Catalog provides a bridge from the IT provider and the service consumers. Use of the Service Catalog is prevalent when maintenance is current and the information does not become stale.

Depending on the role an individual has in the organization, it's possible to view the Business Service Catalog or the Technical Service Catalog. The Business Service Catalog lists services in business terms that are understandable to users of those services. The Technical Service Catalog provides a view of the services accompanied by underpinning IT components and other services.

2.4 Key Concepts

The following are unique to SCM:

2.4.1 Service

An IT Service is defined as a means of delivering value to one or more customers through the use of Information Technology (IT) by an IT service provider. An IT service supports the customer's business processes and is made up from a combination of people, processes, and technology.



2.4.2 Business Service Catalog

The Business Service Catalog contains details of the IT services offered to customers. This is the customer view of the Service Catalog.

2.4.3 Technical Service Catalog

This artifact details the technical or functional components needed for the IT organization(s) to provision services listed within the Business Service Catalog and is not presented in the customer view of the Service Catalog. This information includes supporting services, technical components and CIs.

2.4.4 Service Portfolio Management

Service Portfolio Management (SPM) catalogs the various mission investments (e.g., Programs of Record (PORs), MCCDC-approved capabilities, etc.) recognized or adopted by the USMC, including those identified by higher echelon parties (Department of Defense, Department of the Navy). SPM facilitates the dynamic governance of these investments across the enterprise, interfacing with the SCM process when a service is approved for inclusion in the Service Catalog. The Service Catalog is a core component of the service portfolio.

2.4.5 Service Support Levels

There are different levels of service offerings in the Service Catalog. This means that the service may be provisioned to operate at different levels of availability, capacity, security, and/or continuity. It can also mean that there are different levels of support for these items. The Service Catalog has the ability to represent different levels of service support.

2.4.6 Service Criticality

Services within the catalog may be further defined by their criticality to the USMC mission. Based on a Business Impact Analysis, more critical services may receive greater exposure and may have more stringent performance targets than less critical services. This focus extends to other monitoring and resolution processes (e.g., IM and EM) and influences the relative Impact and Urgency tables associated with these processes.

2.4.7 Service Entry Template

Completion of the Service Entry Template is a standardized approach to help identify a service and its applicable attributes for subsequent entry into the Service Catalog. These attributes represent the minimum requirements for the development of a Business Service Catalog.

2.5 Quality Control

2.5.1 Metrics, Measurements and Continual Process Improvement

Continual service improvement depends on timely, accurate and meaningful process and service measurements. Measurements of process efficiency and effectiveness enable the USMC to track



performance and improve overall end user satisfaction. Process metrics are used as measures of how well the process is working, whether or not the process is continuing to improve, or where improvements should be made. When evaluating process metrics, the direction of change is more important than the magnitude of the metric.

Effective day-to-day operation and long-term management of the process requires the use of metrics and measurements. Reports need to be defined, executed, and distributed to enable the managing of process-related issues and initiatives. Daily management occurs at the process manager level. Long-term trending analysis and management of significant process activities occurs at the Process Owner level.

The essential components of any measurement system are Critical Success Factors (CSFs) and Key Performance Indicators (KPIs).

2.5.2 Critical Success Factors with Key Performance Indicators

CSFs are defined as process- or service-specific goals that must be achieved if a process (or IT service) is to succeed. KPIs are the metrics used to measure service performance or progress toward stated goals.

The following CSFs and KPIs can be used to judge the efficiency and effectiveness of the process. Results of the analysis provide input to improvement programs (i.e., continual service improvement).

Table 2 describes the metrics that shall be monitored, measured, and analyzed.

Table 2. SCM Critical Success Factors with Key Performance Indicators

CSF #	Critical Success Factors	KPI #	Key Performance Indicators	Benefits
1	An accurate and current USMC Business Service Catalog is properly maintained	1	Number of service or service attribute discrepancies discovered as a result of Service Catalog quality audits Service Catalog is audited for accuracy on a scheduled basis. Calculation: The volume of discrepancies is captured and trended over time	The user view of the Service Catalog aligns with reality. This builds user confidence in the IT service provider.
		2	Number of incidents without an associated service. Calculation: Number of Incidents where the Service Type is "Service Not Listed".	
2	The usage of the Business Service Catalog is communicated by the USMC user community.	3	Number of service requests by service and location Calculation: Number of service requests submitted via the Service Catalog.	The US Marine Corps IT community gains visibility into service usage. The US Marine Corps IT



CSF #	Critical Success Factors	KPI #	Key Performance Indicators	Benefits
		4	Level of awareness of and satisfaction with the Service Catalog Calculation: Analyze and trend over time responses to survey questions that focus on the Service Catalog.	community has a means of gauging awareness of and satisfaction with the Service Catalog.



3.0 ROLES AND RESPONSIBILITIES

Each process has roles and responsibilities associated with design, development, execution and management of the process. A role within a process is defined as a set of responsibilities. Process Managers report process deviations and recommended corrective action to the respective Process Owner. Authoritative process guide control is under the purview of the Process Owner. The Process Owner for SCM will be from the C4 organization.

Management (i.e., responsibility) of a process may be shared; generally, a single manager exists at the MCNOSC enterprise and at each MITSC. For certain processes, especially those within Service Design and Service Transition, managers also exist within MCSC and Programs of Record (PORs). Some Service Operation processes (e.g., EM) will require managers at the RNOSC. There will be instances where roles are combined or a person is responsible for multiple roles. Factors such as AOR, size of user base, and size of the process support team dictate exactly which roles require dedicated personnel and the total number of persons performing each role. This process guide defines all *mandatory* roles.

3.1 Roles

The following abstract drawing (Figure 4) depicts the mandatory process roles for USMC, followed by a description of these roles in Table 3.

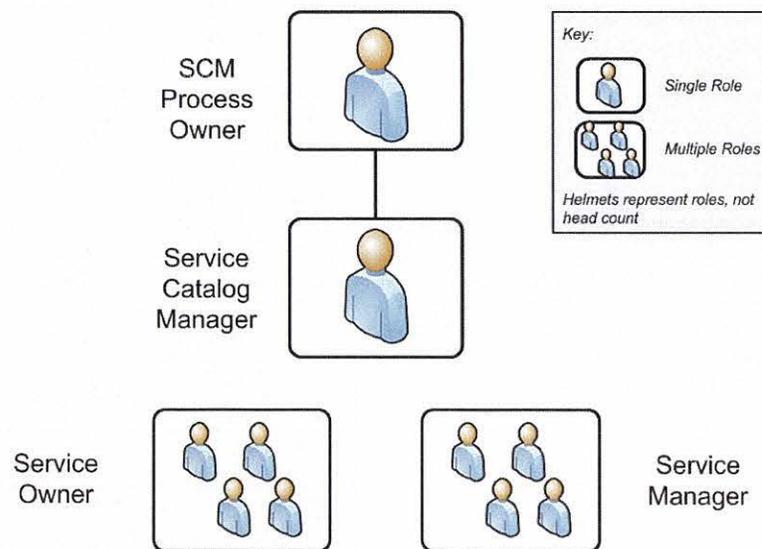


Figure 3. SCM Roles

Table 3 describes the roles identified in the SCM process. SCM as a process is unique in the interplay and relationship with both *process* owners and managers, and *service* owners and managers. Process owners and managers own and manage the process of adding, changing, and



removing services from the Service Catalog. Conversely, service managers remain the primary POC for the health of an individual service under the policies and guidelines established in the SCM process guide. In effect, service managers are the line officers of the SCM framework. The process owners and managers, and service owners list is contained in the Service Catalog.

Table 3. SCM Defined Roles and Responsibilities

Description	Overall Responsibility
Role #1 SCM Process Owner	
<p>The SCM Process Owner owns the process and the supporting documentation for the process. The primary functions of the Process Owner are oversight and continuous process improvement. To these ends, the Process Owner oversees the process, ensuring that the process is followed by the organization. When the process is not being followed or is not working well, the Process Owner is responsible for identifying and ensuring required actions are taken to correct the situation. In addition, the Process Owner is responsible for the approval of all proposed changes to the process, and development of process improvement plans.</p> <p>May delegate specific responsibilities to another individual within their span of control, but remains ultimately accountable for the results of the SCM process.</p>	<ul style="list-style-type: none"> • Documents and publicizes the process • Defines the KPIs to evaluate the effectiveness and efficiency of the process • Reviews KPIs and takes required actions based on the analysis • Assists with and ultimately is responsible for the process design • Improves the effectiveness and efficiency of the process • Decision maker on any proposed enhancements to the process • Provides input to the ongoing Service Improvement Plan • Addresses any issues with the running of the process • Ensures all relevant staff have the required training in the process and are aware of their role in the process • Ensures that the process, roles, responsibilities, and documentation are regularly reviewed and audited • Sponsors activities to plan, design, build, configure, and test Service Catalog enabling technologies in coordination with the Service Catalog Manager • Leads Business Service Catalog audit, analysis, and reporting efforts
Role #2 Service Catalog Manager	
<p>The Service Catalog Manager is responsible for the detailed tasks of operating and maintaining accurate and effective Business and Technical Service Catalogs. This includes planning, designing, building, configuring, testing and administering any Service Catalog related tools or solutions.</p>	<ul style="list-style-type: none"> • Ensure that all operational services are recorded within the Service Catalog • Analyze proposed changes to the Service Catalog to ensure no duplication • Partner with the SCM Process Owner to plan, design, build, configure, and test Service Catalog enabling technologies • Monitor usage and ensure effective adoption of the Service Catalog by Service Catalog users • Lead Service Catalog marketing and communication efforts • Lead Service Catalog training efforts • Lead Service Catalog monitoring, audit, analysis, and reporting efforts • Partners with the Service Owners to ensure that all information within the Service Catalog is accurate and makes updates to the contents of the Service Catalog pursuant to approved change activities • Ensures that information within the Service Catalog is



Description	Overall Responsibility
	adequately protected and backed up
Role #3 Service Owner	
The Service Owner is responsible for the end-to-end accountability for a specific IT service. Changes are made to the service with the approval of the service owner.	<ul style="list-style-type: none"> Ensures that service(s) for which they have ownership responsibility are accurately depicted in the Business Service Catalog Ensures that there is continual awareness of changes to their respective services; sponsors such changes via the ChM process and ensures accurate reflection of such changes in the Business Service Catalog
Role #4 Service Manager	
The Service Manager is responsible for the day-to-day operation of a specific IT service. Changes are made to the service in consultation with the service manager.	<ul style="list-style-type: none"> Monitors actions taken in response to Incidents or Service Requests that result in provisioning of or impact on or their respective service(s) Monitors events that could result in lack of availability or performance degradation for their respective service(s) Coordinates with the Service Owner to continually improve their respective service(s)

3.1.1 Responsibilities

Processes may span departmental boundaries; therefore, procedures and work instructions within the process need to be mapped to roles within the process. These roles are then mapped to job functions, IT staff, and departments. The process owner is accountable for ensuring process interaction by implementing systems that allow smooth process flow.

The Responsible, Accountable, Support, Consulted, Informed(RASCI) model is a method for assigning the type or degree of responsibility that roles (or individuals) have for specific tasks. Table 4 displays the department-level RASCI model for SCM.

Responsible – Completes the process or activity; responsible for action/implementation. The degree of responsibility is determined by the individual with the ‘A’. **Accountable** – Approves or disapproves the process or activity. Individual who is ultimately answerable for the task or a decision regarding the task.

Supportive - Resources allocated to responsible, support will assist in completing the task.

Consulted – Gives needed input about the process or activity. Prior to final decision or action, these subject matter experts or stakeholders are consulted.

Informed – Needs to be informed after a decision or action is taken. May be required to take action as a result of the outcome. This is a one-way communication.

Table 4 establishes responsibilities for high-level process activities by organization.



Table 4. Responsibilities for Enterprise SCM

SCM Process Activities	MCNOSC	HQMC (C4)	MCSC	MCCDC	RNOSC	MITSC	Service Owner	Tenant/Supported Command
Agree and document services	C	A	R	S	I	I	S	S
Create and maintain Service Catalog	S	RA	C	I	I	S	S	S
Publish Service Catalog	S	RA	C	I	I	S	S	S
<p>Legend: <i>Responsible (R) – Completes the process or activity</i> <i>Accountable (A) – Authority to approve or disapprove the process or activity</i> <i>Supportive (S) – Resources allocated to responsible for support</i> <i>Consulted (C) – Experts who provide input</i> <i>Informed (I) – Notified of activities</i></p> <p><i>Note: If Support (S) assigned, then Consulted © is implied.</i></p> <p><i>Note: Any department that is designated as Responsible, Accountable, Supportive, Consulted, or Informed is not additionally designated as Informed because being designated as Responsible, Accountable, Supportive, Consulted, or Informed already implies being in an Informed status. A department is designated as Informed only if that department is not designated as having any of the other four responsibilities</i></p> <p><i>Note: Only one department can be accountable for each process activity.</i></p>								

