



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

IN REPLY REFER TO:
2300/02A
CP

DEC 4 2013

From: Commandant of the Marine Corps

Subj: ENTERPRISE INFORMATION TECHNOLOGY SERVICE MANAGEMENT SERVICE CATALOG
MANAGEMENT PROCESS GUIDE

Ref: (a) MCO 5271.1B

Encl: (1) IRM-2300-02A Enterprise Information Technology Service Management
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).

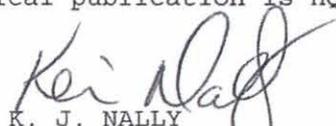
4. APPLICABILITY. This publication is applicable to the Marine Corps Total Force.

5. SCOPE.

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)

DISTRIBUTION: PCN 18623000700

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



***Release Date:
5 April 2013***

Document Approval / Major Revision Change History Record

This table is used for initial release and subsequent revisions. Major revisions are indicated by the number to the left of the decimal point while minor revisions are indicated by the number to the right. Major revisions are required when the intent or process is changed rendering the prior version obsolete or when the number of minor releases total 20. Changes to this document shall be recorded, described, and approved using the table below:

Release Date (MM/DD/YY)	Release No.	Approvals		Change Description
		Author	Process Owner/Approver	
09/21/09	0.1			Draft Release
		Printed Name	Printed Name	
11/24/09	1.0			Initial Release
		Printed Name	Printed Name	
12/03/09	1.1			Updated as per RFAs post CR
		Printed Name	Printed Name	
06/18/10	2.0			Updated as per CRMs from the follow-on Task Order 13, CDRL L0012
		Printed Name	Printed Name	
08/24/10	3.0			Updated as per CRMs from the follow-on Task Order 13, CDRL L0012
		Printed Name	Printed Name	
12/17/10	4.0			Updated as per CRMs from follow-on Task Order 13, CDRL L0012
		Printed Name	Printed Name	
02/17/11	5.0			Updated as per CRMs from follow-on Task Order 13, CDRL L0012
		Printed Name	Printed Name	
06/06/11	6.0			Updated as per CRMs from follow-on E-ITSM Task Order CDRL L3002
		Printed Name	Printed Name	
03/22/13	6.1			Updated as per the SLM SCM Workshop 3 Feedback
		Printed Name	Printed Name	



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.

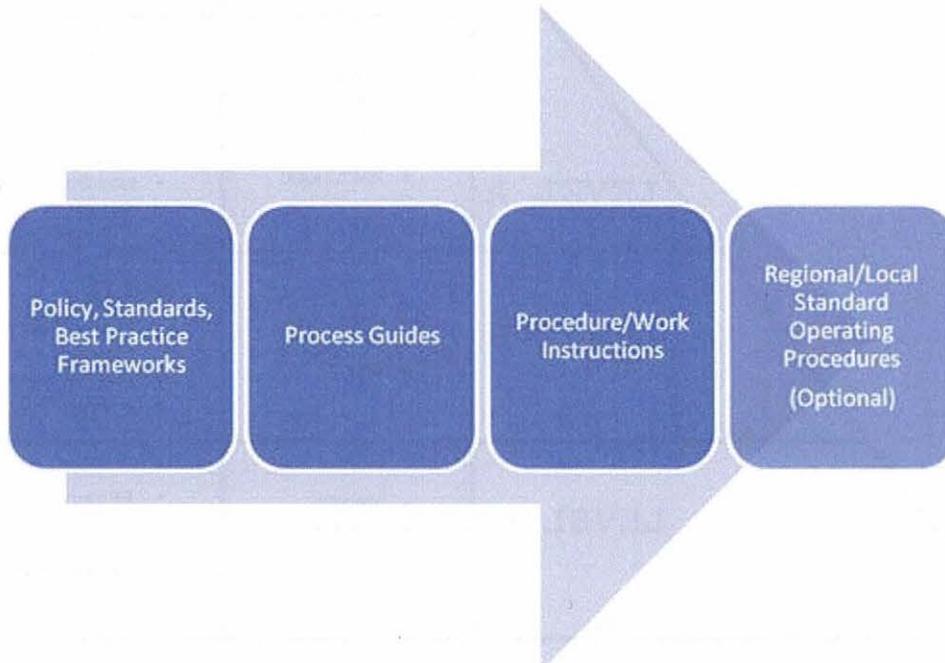


Figure 1-1 Process Document Continuum



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.



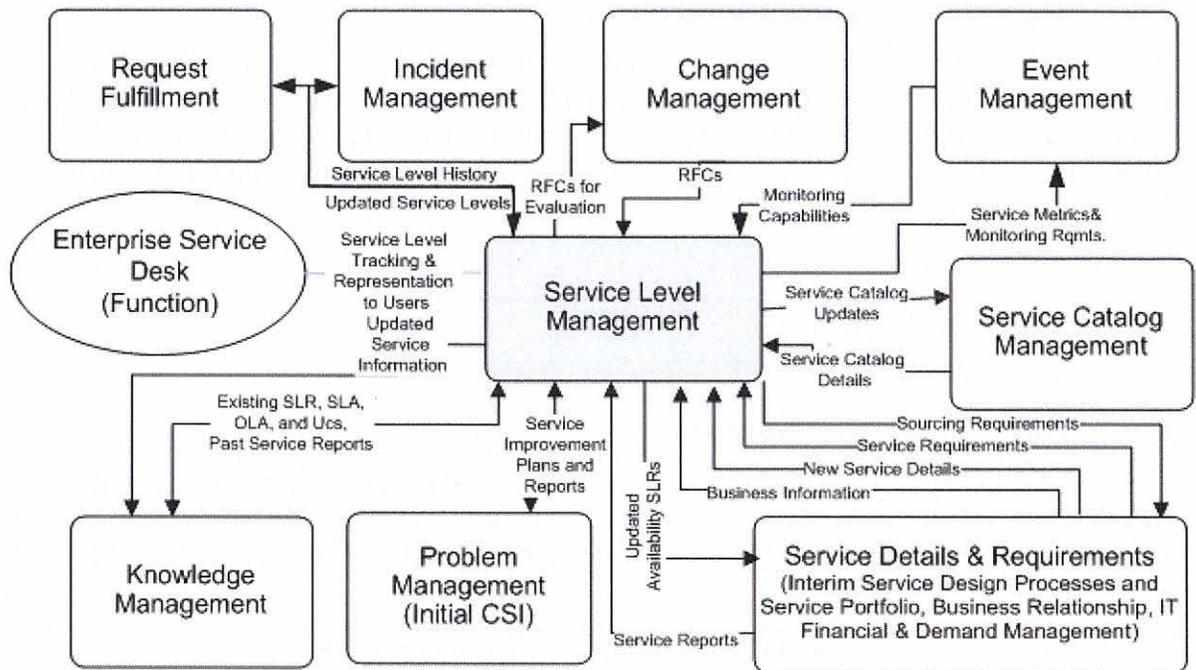


Figure 1. SCM Relationship with other Developed Processes

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.



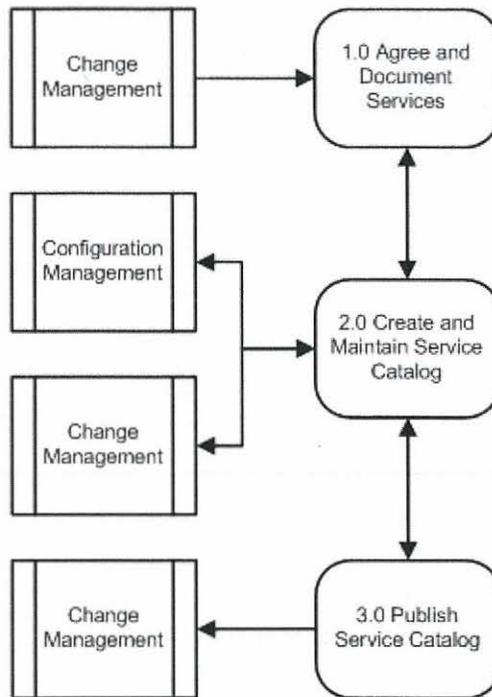


Figure 2. High-Level SCM Workflow

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.

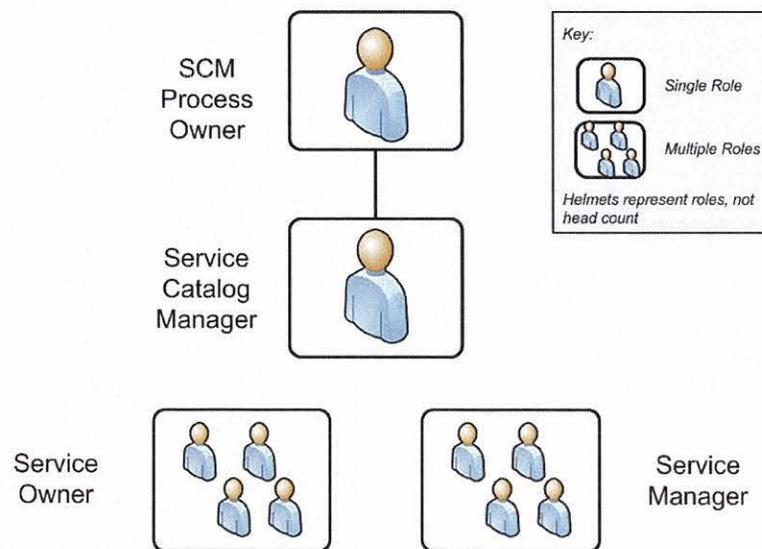


Figure 3. SCM Roles

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.



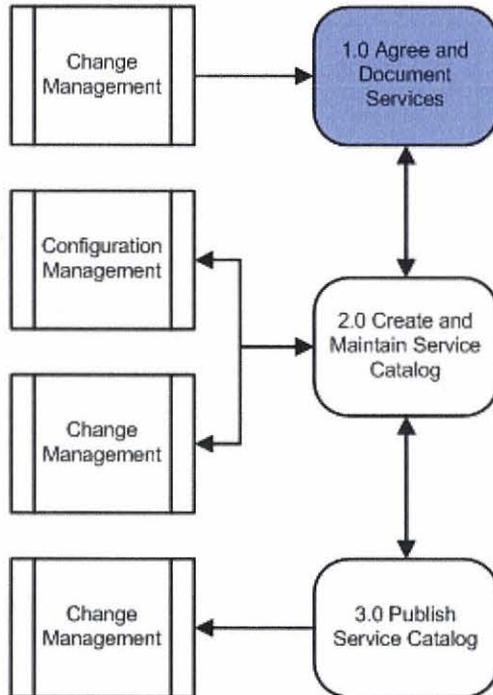
Table 4. Responsibilities for Enterprise SCM

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>								



4.0 SUB-PROCESSES

4.1 Agree and Document Services



Candidate services are identified based upon those specified by the Service Owners and provisioned by the IT provider(s) to the user community. All changes to the Service Catalog, including additions and deletions, 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 owner will be aware and participate in change analysis and implementation responsibilities for the Service Catalog.



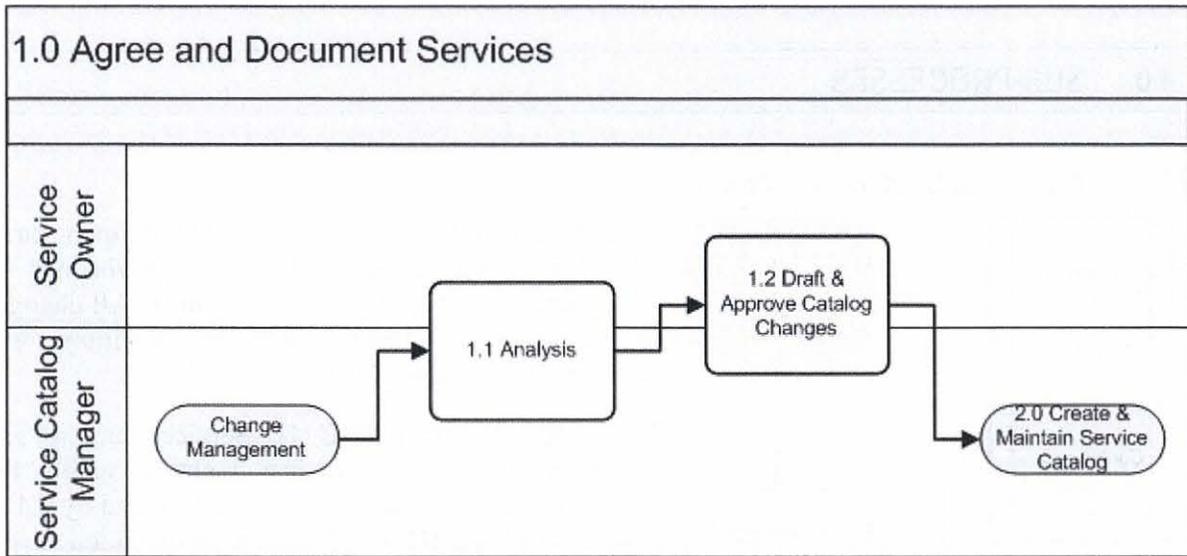


Figure 4. SCM Agree and Document Services Sub-Process

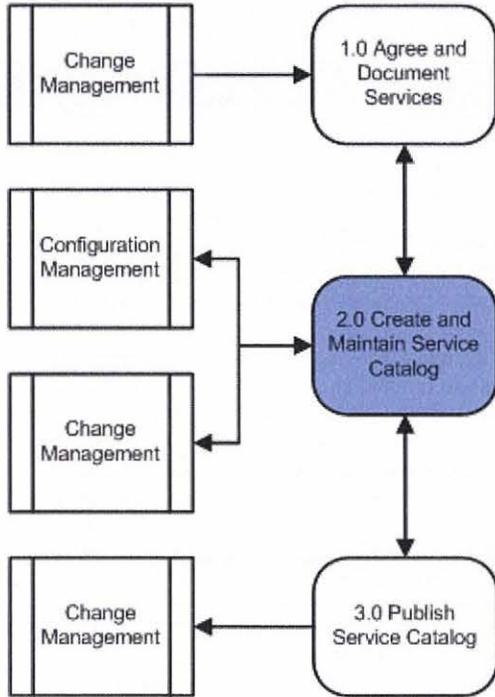
Table 5 describes the sub-process steps for 1.0, Agree and Document Services.

Table 5. SCM Agree and Document Services Sub-Process Descriptions

1.0 Agree and Document Services		
Number	Process Activity	Description
1.1	Analysis	Approved change requests that result in the addition, modification, or deletion of services in the Service Catalog are analyzed by the Service Catalog Manager and appropriate Service Owner to examine impact on the Service Catalog. The Service Catalog Manager works closely with the appropriate USMC IT Service Owner(s) to consider change requests. A duplication check is conducted as part of this analysis to avoid the duplication of services in the Service Catalog.
1.2	Draft and Approve Catalog Changes	Upon ChM's approval, changes to the Service Catalog are drafted. The details of the change are contained in the RFC and as such the RFC is the guidance for the scope of the changes. The Service Catalog Manager is accountable for the change and will involve appropriate Service Manager(s), Change Management, and Configuration Management in drafting the Catalog entry, and will also involve the Service Owner and other stakeholders in approval of the change.



4.2 Create and Maintain Service Catalog



The Service Catalog comprises two separate views of Service information: the Business Service Catalog and the Technical Service Catalog.

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.

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.

Information about agreed Business Services, as published in the Business Service Catalog, should also be stored in the Configuration Management System (CMS).

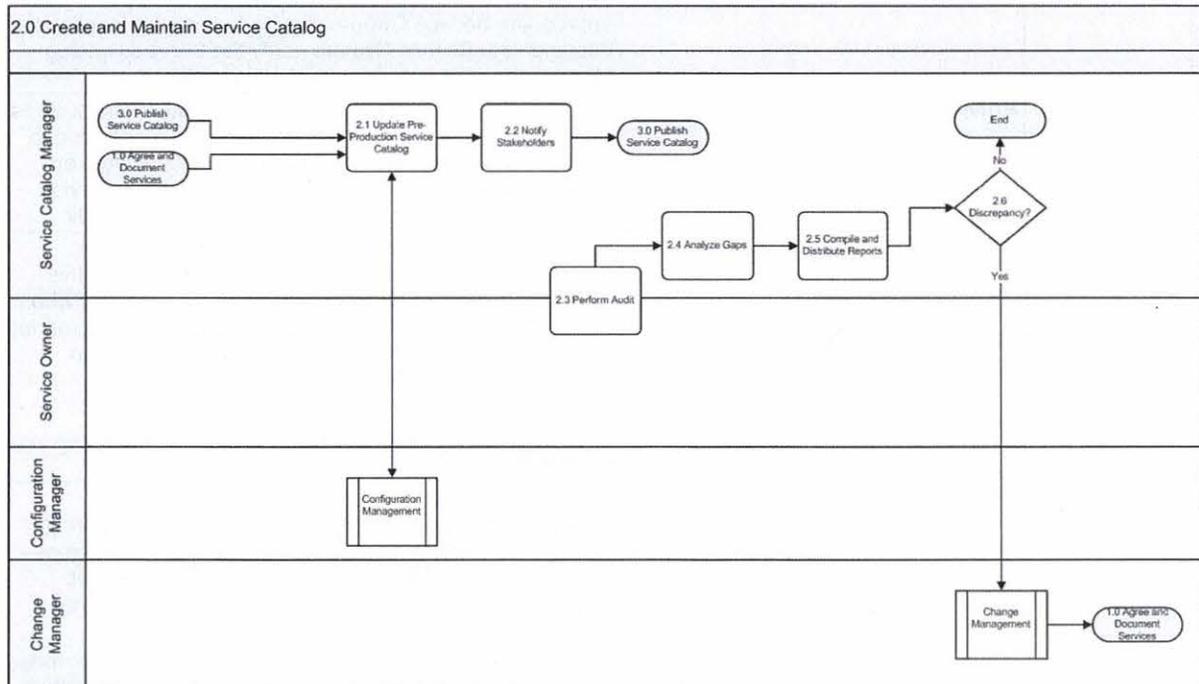


Figure 5. SCM Create and Maintain Service Catalog Sub-Process



Table 6 describes the sub-process steps for 2.0, Create and Maintain Service Catalog.

Table 6. SCM Create and Maintain Service Catalog Sub-Process Descriptions

2.0 Create and Maintain Service Catalog		
Number	Process Activity	Description
2.1	Update Pre-Production Service Catalog	The approved Catalog changes are entered with the following objective: when updates are complete, the pre-production Service Catalog will be consistent with the specified changes. The USMC pre-production Service Catalog is updated in conjunction with the change implementation. The Service Catalog Manager executes such changes.
2.2	Notify Stakeholders	Stakeholders are identified as part of the RFC analysis. Stakeholders are notified in conjunction with the change implementation. Depending on the complexity of the change, a communications plan can be developed and employed. USMC Service Catalog stakeholders are identified as members of two primary groups: service stakeholders and catalog stakeholders. Service stakeholders are people who have a responsible, accountable, consulted, informed, or participant role with a particular service. Catalog stakeholders are people who have a responsible, accountable, consulted, informed, or participant role with the SCM process and/or the Service Catalog.
2.3	Perform Audit	Regularly scheduled and ad hoc audits are performed to identify any discrepancies between the Service Catalog content as entered, and the contents of the CMS. Audits are performed by the USMC Service Catalog Manager and the appropriate Service Owners. Discrepancies are identified and documented. Service Owners notify the Service Catalog Manager of audit outcomes for further action.
2.4	Analyze Gaps	Analysis of Service Catalog gaps uncovered by the audit is performed by the Service Catalog Manager in partnership with the appropriate Service Owner(s). Stakeholders are subsequently notified of potential changes to the Service Catalog that are recommended as a result of the audit.
2.5	Compile and Distribute Reports	Reports contain the audit scope, schedule, approach, outcomes, and any recommended remediation activities. Each report will identify who performed the audit and who compiled the report. Reports are delivered to the appropriate stakeholders, to include the SCM Process Owner and appropriate Service Owners. Reports are compiled as a result of any ad hoc or planned/scheduled audits and subsequent analysis performed.
2.6	Discrepancy?	Service Catalog discrepancies are defined as (a) unauthorized changes to Service Catalog contents and (b) differences between Service Catalog contents and the as-deployed environment and/or the CMS. Discrepancies identified as a result of analysis are documented in the report. If no discrepancies are identified, the audit cycle is repeated in the future in accordance with the audit schedule. If there are discrepancies identified, the discrepancy is analyzed to determine the need for an RFC, in consultation with Change Management.



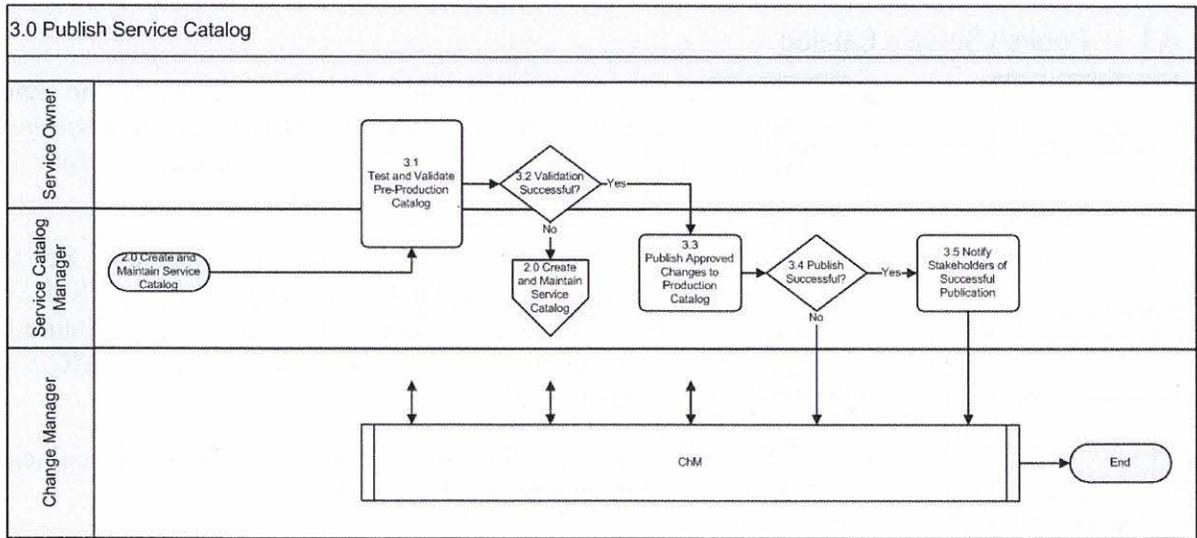


Figure 6. SCM Publish Service Catalog Sub-Process

Table 7 describes the sub-process steps for 3.0, Publish Service Catalog.

Table 7. SCM Publish Service Catalog Sub-Process Descriptions

3.0 Publish Service Catalog		
Number	Process Activity	Description
3.1	Test and Validate Pre-Production Catalog	The Service Catalog Manager and the Service Owner test and validate the approved changes to the pre-production Service Catalog content before the changes are published to the end user-visible (production) version of the Service Catalog.
3.2	Validation Successful?	If the Service Catalog Manager and the Service Owner successfully validate the changes to the pre-production Catalog content, proceed to the next step. If the validation is not successful, the Service Catalog Manager and the Service Owner make any further updates that are necessary to the pre-production Service Catalog.
3.3	Publish Approved Changes to Production Catalog	The Service Catalog Manager ensures that the necessary configuration steps have been taken so that the approved changes are published to the production (end user-visible) version of the Service Catalog during the specified change window.
3.4	Publish Successful?	If the publish is successful, proceed to the next step.
3.5	Notify Stakeholders of Successful Publication	Upon successful completion of the end-user visible Service Catalog publishing operation, the Service Catalog Manager ensures that stakeholders are informed that the end user-visible Service Catalog has been updated as an output from the Change Management Process.



Appendix A – ACRONYMS

The 2010-12-23 E-ITSM_TO 13 Acronyms_List document is the official list of E-ITSM acronyms and can be found through the link referenced below:

<https://ehqmc.usmc.mil/org/c4/projects/CP/eitsm/Shared%20Documents/Forms/AllItems.aspx>



Appendix B – GLOSSARY

Term	Definition
Asset Management	Asset Management is the process responsible for tracking and reporting the financial value and ownership of assets throughout their lifecycle.
Back-out Plan	A Back-out Plan is developed in the Release planning phase. This plan provides a recovery plan to return to the original configuration or process if the release fails to achieve the planned outcome.
Backup	Backup is copying data to protect against loss of integrity or availability of the original data.
Change Schedule	A Change Schedule is a document that lists all approved changes and their planned implementation dates.
Configuration Control	Configuration Control is a sub-process of Configuration Management. Configuration Control is a set of processes and approval stages required to change a CI attribute. Configuration Control encompasses the oversight to ensure that a CI is changed through the Change Management process.
Configuration Identification	A sub-process of Configuration Management, Configuration Identification is the selection, identification, and labeling of the configuration structures and CIs including their respective technical owner and the relationships between them. CIs become the manageable unit that is planned for release into a configuration-controlled environment. The CIs consist of hardware, software, services, and documentation.
Configuration Item	A Configuration Item (CI) is any component that needs to be managed in order to deliver an IT Service. Information about each CI is recorded in a Configuration Record within the Configuration Management System (CMS) and is maintained throughout its lifecycle by Configuration Management. CIs are under the control of Change Management. CIs typically include IT services, hardware, software, buildings, people and formal documentation such as process documentation and SLAs.
CI Type	CI Type is a category used to Classify CIs. The CI Type identifies the required attributes and relationships for a configuration record. Common CI Types include: server, document, user, etc.
Configuration Management Database	A Configuration Management Database (CMDB) is a database used to store configuration records throughout their lifecycle. The Configuration Management System (CMS) maintains one or more CMDBs and each CMDB stores attributes of CIs and relationships with other CIs.
Configuration Management Plan	Document defining how configuration management will be implemented (including policies and procedures) for a particular acquisition or program. (Source: MIL HDBK-61A)
Configuration Management System	A Configuration Management System (CMS) is a set of tools and databases used to manage an IT service provider's configuration data. The CMS also includes information about incidents, problems, known errors, changes, and releases and may contain data about employees, suppliers, locations, units, customers and users. The CMS includes tools for collecting, storing, managing, updating and presenting data about all CIs and their relationships. The CMS is maintained by Configuration Management and is used by all IT Service Management processes.
Deployment	Deployment is the activity responsible for movement of new or changed hardware, software, documentation, process, etc. to the live environment. Deployment is part of the Release and Deployment Management Process.
Deployment Readiness Test	A Deployment Readiness Test is conducted to ensure that the deployment processes, procedures, and systems can deploy, install, commission, and decommission the release package and resultant new or changed service in the production/deployment environment.
Deployment Verification Test	A Deployment Verification Test is conducted to ensure the service capability has been correctly deployed for each target deployment group or environment.



Term	Definition
Early Life Support	Early Life Support (ELS) involves Technical Management or IT Operations providing support for a new or changed IT service for a period of time after it is released. During ELS, the IT service provider may review the KPIs, service levels, and monitoring thresholds and provide additional resources for incident management and problem management (when implemented).
EM System	The EM System (EMS) is comprised of tools which monitor CIs and provide event notifications. It is a combination of software and hardware which provides a means of delivering a message to a set of recipients. The EMS often requires real-time interaction, escalation, and scheduling.
Environment	Environment is a subset of the IT infrastructure used for a particular purpose (e.g., live environment, test environment or build environment). It is possible for multiple environments to share a CI (e.g., test and live environments may use different partitions on a single mainframe computer). In the term physical environment, environment can be defined as the accommodation, air conditioning, power system, etc. Environment can be used as a generic term defined as the external conditions that influence or affect something.
Error	An Error is a design flaw or malfunction that causes a failure of one or more CI or IT services. A mistake made by a person or a faulty process that affects a CI or IT service is also an error.
Escalation	Escalation is an activity that obtains additional resources when needed to meet service-level targets or customer expectations.
Event	An Event is a piece of data that provides information about one or more system resources. Most events are benign. Some events show a change of state which has significance for the management of a CI or IT service. The term 'event' is also used to define an alert or notification created by any IT service, CI, or monitoring tool. Events typically require IT operations personnel to take actions and often lead to incidents being logged.
Event Correlation	Event correlation involves associating multiple related events. Often, multiple events are generated as a result of the same infrastructure fault. Events need correlation to prevent duplication of effort in resolving the original fault.
Exit and Entry Criteria (Pass/Fail)	These are criteria (defined well in advance and accepted by the stakeholders) defined at authorized points in the Release and Deployment Process to set expectations of acceptable/unacceptable results.
Fault	Fault is the deviation from <i>normal</i> operation of a CI or a series of CIs. A fault is a design flaw or malfunction that causes a failure of one or more CIs or IT services. Fault is also referred to as an error.
Governance	Governance is the process of ensuring policies and strategy are actually implemented and that required processes are correctly followed. Governance includes defining roles and responsibilities, measuring, and reporting and taking actions to resolve any issues identified.
Key Performance Indicator	A Key Performance Indicator (KPI) is a metric used to help manage a process, IT service, or activity. Many metrics may be measured, but only the most important of these are defined as KPIs and used to actively manage and report on the process, IT service, or activity. KPIs are selected to ensure that efficiency, effectiveness, and cost effectiveness are all managed.
Known Error	A Known Error is a problem that has a documented root cause and a work-around. Known errors are created and managed throughout their lifecycle by Problem Management. Known errors may also be identified by SIE or suppliers.
Monitoring	Monitoring is the process of repeated observation of a CI, IT service, or process to detect events and to ensure that the current status is known.
Notification	Notification is a communication that provides information.
Pilot	A Pilot is a limited deployment of an IT service, a release, or a process to the live environment. A pilot is used to reduce risk and to gain user feedback and acceptance.



Term	Definition
Process	A Process is a structured set of activities designed to accomplish a specific objective. A process takes one or more defined inputs and turns them into defined outputs. A process may include any of the roles, responsibilities, tools, and management controls required to reliably deliver the outputs. A process may define policies, standards, guidelines, activities, and work instructions, if needed.
Quality Assurance	Quality Assurance (QA) is the process responsible for ensuring the quality of a product and also ensuring it will provide its intended value.
Role	A Role refers to a set of connected behaviors or actions that are performed by a person, team, or group in a specific context.
Severity	Severity refers to the level or degree of intensity.
Service Design Package	A Service Design Package (SDP) is composed of document(s) defining all aspects of an IT service and its requirements through each stage of its lifecycle. An SDP is produced for each new IT service, major change, or IT service retirement.
Service Improvement Plan	A Service Improvement Plan (SIP) is a formal plan to implement improvements to a process or IT service.
Service Knowledge Management System	A Service Knowledge Management System (SKMS) is a set of tools and databases used to manage knowledge and information. The SKMS includes the Configuration Management System (CMS) as well as other tools and databases. The SKMS stores, manages, updates, and presents all information that an IT service provider needs to manage the full lifecycle of IT services.
Service Level Agreement	A Service-Level Agreement (SLA) is an agreement between an IT service provider and a customer. The SLA describes the IT service, documents service-level targets, and specifies the responsibilities of the IT service provider and the customer. A single SLA may cover multiple IT services or multiple customers.
Service Validation and Testing	Service Validation and Testing is the process responsible for validation and testing of a new or changed IT service. Service Validation and Testing ensures an IT service matches the design specification and will meet the needs of the business. Service Validation and Testing during release conducts testing in the pre-production Systems Integration Environment (SIE) and during deployment in the pilot production environment.
Single Point of Contact	A Single Point of Contact (SPOC) is an agreement used to assign a single, consistent way to communicate within an organization or unit. For example, the Service Desk will be the SPOC for a service provider.
Snapshot	A Snapshot is the baseline as captured by a discovery tool. A snapshot can also be called a benchmark.
Test	A Test is an activity that verifies that a CI, IT service, or process meets its specification or agreed requirements.
Test Environment	A Test Environment is a controlled environment used to test CIs, builds, IT services, and processes.
Throttling	Some events do not need to be acted on until they have occurred a number of times within a given time period. This is called Throttling. Once a repeated event has reached its limit for repetition, forward that event to be acted upon.
User Acceptance Testing	User Acceptance Testing is a testing activity conducted by the user intended to verify a CI, IT service, or process meets a specification. It is also used to validate whether agreed requirements have been met.
Work-around	Work-arounds for problems are documented in known error records and are intended to reduce or eliminate the impact of an incident or problem for which a full resolution is not yet available. Work-arounds for incidents that do not have associated problem records are documented in the incident record.
Work Instruction	The Work Instruction is a document containing detailed instructions that specify exactly what steps are followed to carry out an activity. A work instruction contains much more detail than a procedure and is only created if very detailed instructions are needed.



Appendix C – POLICIES

1. References to industry governing policies and laws can be found through the link referenced below:
https://ehqmc.usmc.mil/org/c4/projects/CP/eitsm/Shared%20Documents/E-ITSM_TO_13_Government_Policies.doc
2. Information Resources Management (IRM) Standards and Guidelines Program:
http://community.marines.mil/news/publications/Pages/IRM5271_01C.aspx
3. Marine Corps Order 5271.1B Subj: INFORMATION RESOURCES MANAGEMENT (IRM) STANDARDS AND GUIDELINES PROGRAM dated 1 Dec 2011
4. The DISA Defense Enterprise Service Management Framework (DESMF) brief and document can be found through the links referenced below:
 - Brief:
http://www.disa.mil/News/Conferences-and-Events/DISA-Mission-Partner-Conference-2012/~media/Files/DISA/News/Conference/2012/DISA_Enterprise_Service_Management_Framework.pdf
 - DISA Enterprise Service Management Framework Document:
https://acc.dau.mil/adl/en-S/534625/file/65830/%23115329%20DESMF_edition%201.0.pdf
5. Marine Corps Information Technology Portfolio Management: MARADMIN 253/11 Link:
<http://www.marines.mil/News/Messages/MessagesDisplay/tabid/13286/Article/111305/marine-corps-information-technology-portfolio-management.aspx>
6. Marine Corps Order 5230.21 Subj: INFORMATION TECHNOLOGY PORTFOLIO MANAGEMENT dated 3 Oct 2012
7. SECNAV Instruction 5230.15 Subj: INFORMATION MANAGEMENT/INFORAMTION TECHNOLOGY POLICY FOR FIELDING OF COMMERCIAL OFF THE SHELF SOFTWARE dated 10 Apr 2009



Appendix D – BUSINESS SERVICE CATALOG

The following is a list of the service attributes (service offering detail) associated with services identified for inclusion in the initial version of the Business Service Catalog by the USMC. Thus, information should address the following primary, end user concerns:

- What is the service?
- How do I request the service?
- When can I expect support for this service?
- What level of performance can I expect for the delivered service?

Service Attribute	Intended Use (working definition)
Service Name	Specifies the name of the service.
NIPRNet/SIPRNet Service	Identifies the Service as NIPRNet, SIPRNet, or both.
Service Customers/Users	Describes the intended user community for the Service.
Service Prerequisites	Describes what must be in place before using the Service, such as the existence of a particular type of account.
Request the Service	Describes how to formally request the Service.
Service Terms of Use	Describes the set of conditions within which the Service is authorized to be used (analogous to an End User License Agreement).
Service Short Description	Explains in non-technical terms what the purpose of the Service is.
Service Long Description	Provides a detailed description of the Service.
Service Support	Provides Service Desk contact information and other support information related to the Service.
Service Hours	Describes the period of time during which the Service is available for use and optionally can provide information about recurring periods during which the Service is not normally available (e.g., maintenance windows).
Program(s) of Record	Specifies the Program(s) of Record for the Service.
Technical Service Components	Lists components (Configuration Items) that provide support for the Service.
Technical Prerequisites	Describes technical requirements associated with the use of the service, such as a particular desktop configuration.
Service Lifecycle State	Identifies where the Service is in the Service Lifecycle (Pending [date], Active, or Retired).



Service Attribute	Intended Use (working definition)
Service Owner	Specifies who the Service Owner is and how to contact them.
Service Manager	Specifies who the Service Manager is and how to contact them.
Service Escalation Points of Contact	Specifies site- or function-specific points of contact for the Service (Subject Matter Experts [SMEs]) that can assist with operational issues associated with the Service.
Service Reporting	Describes metrics or data points associated with measurement, reporting, and trend analysis activities for the Service.
Service Level Objectives	Describes operational service level goals or objectives for the Service.
Service Cost	Provides information about costs associated with delivering the Service, for use by decision makers involved with IT governance activities.
Service Continuity Level	Describes parameters associated with backup and recovery and Continuity of Operations for the Service.
Change Model	Describes the Change Model that applies to the Service.
DITIL Mapping	Describes where the Service fits in the DITIL service taxonomy.



