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## 3.0 ROLES AND RESPONSIBILITIES

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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, activities and authorities granted to a person or a team. A role is not necessarily equivalent to a billet or full-time equivalent (FTE). Factors such as Area of Responsibility (AOR), size of user base and size of the process support team dictate which roles require a dedicated person(s) and instances where one person is responsible for performing multiple roles and identify the total number of people performing each role.

The hierarchy of the figure depicted below is not intended to be a chain of command; however, all of these roles must collectively work together to execute the ITSM Knowledge Management processes and activities. All of the ITSM KM processes and activities are intended for the use and support of USMC stakeholder and user needs.

The process ownership (i.e., accountability) for ITSM KM comes from the Headquarters Marine Corps (HQMC) C4. Management (i.e., responsibility) of a process may be shared; a single Enterprise ITSM KM Process Manager exists at the MCNOSC level who works with Regional ITSM KM Coordinators to support the overall ITSM KM Process. There may be additional support roles to execute these processes.

This process guide defines all *mandatory* roles.

### 3.1 Roles

The following Figure 3-1 depicts process roles for the USMC, followed by a description of these roles (Table 6).



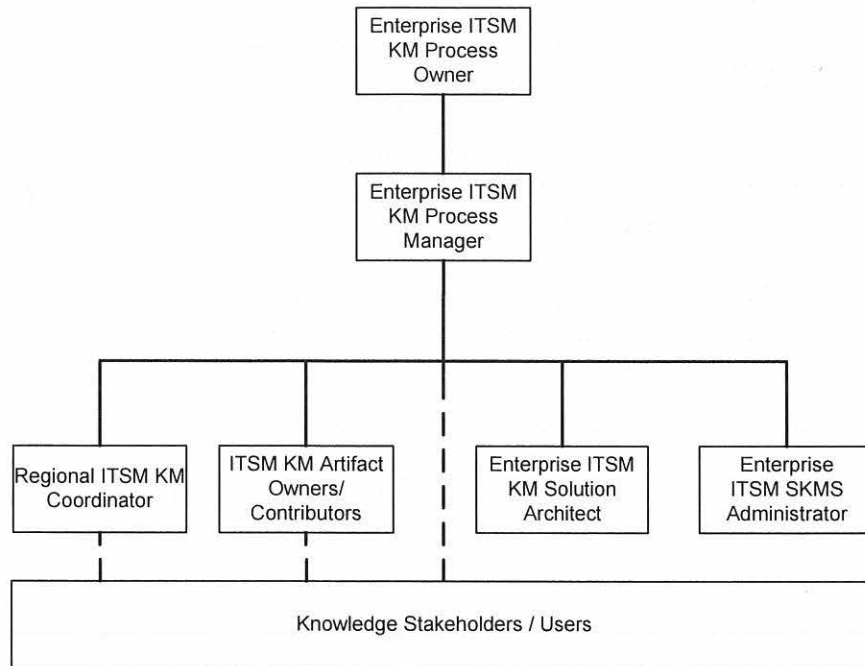


Figure 3-1. ITSM KM Roles

Table 6. ITSM KM Defined Roles and Responsibilities

Description	Overall Responsibility
<b>Role #1 Enterprise ITSM KM Process Owner</b>	
<p>The Enterprise ITSM KM Process Owner owns the process and the supporting documentation for the process. The primary functions of the Enterprise ITSM KM Process Owner are oversight and continuous process improvement. To these ends, the Enterprise ITSM KM Process Owner oversees the process, ensuring that the process is followed by the organization. When the process isn't being followed or isn't 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>	<ul style="list-style-type: none"> <li>• Accountable for the development and communication of the ITSM KM strategy.</li> <li>• Reviews and understands all references pertaining to process ownership.</li> <li>• Documents and publicizes the process.</li> <li>• Establishes and communicates the process roles and responsibilities.</li> <li>• Ensures updates to the Process Guide are performed according to the Change Management Process.</li> <li>• Defines the KPIs to evaluate the effectiveness and efficiency of the process.</li> <li>• Reviews KPIs and takes action required following the analysis.</li> <li>• Assists with and is ultimately responsible for the process design.</li> <li>• Ensures the effectiveness and efficiency of the ITSM KM Process and working practices through continuous improvement.</li> <li>• Reviews any proposed enhancements to the process</li> <li>• Reviews and updates functional requirements for SKMS solution.</li> <li>• Ensures all relevant staff is aware of their role in the process.</li> <li>• Ensures that the process, roles, responsibilities and documentation are regularly reviewed and audited.</li> </ul>



Description	Overall Responsibility
	<ul style="list-style-type: none"> <li>• Interfaces with appropriate organizations to ensure that the process receives the necessary staff resources.</li> <li>• Ensures all stakeholders are sufficiently involved in the ITSM KM Process.</li> <li>• Ensures tight linkage between the ITSM KM Process and other related processes.</li> <li>• Ensures organizational adherence to the process including ITSM knowledge approval and maintenance.</li> <li>• Accountable for the identification and review of life cycle of ITSM data, information and knowledge management.</li> <li>• Accountable for continuous service improvement of strategy, processes and SKMS.</li> <li>• Approves (or disapproves) functional requirements for SKMS capabilities, SKMS design and release of SKMS solution into a production environment.</li> </ul>
<b>Role #2 Enterprise ITSM KM Process Manager</b>	
<p>The Enterprise ITSM KM Process Manager ensures effective coordination of activities for service quality. The Enterprise ITSM KM Process Manager manages and coordinates all activities necessary to manage ITSM KM activities. The Enterprise ITSM KM Process Manager will communicate and coordinate with their regional counterparts (e.g., Regional ITSM KM Process Coordinators) when required/beneficial.</p> <p>The Enterprise ITSM Knowledge Process Manager manages the entire ITSM KM life cycle.</p>	<ul style="list-style-type: none"> <li>• Works with the Enterprise ITSM KM Process Owner for creating and drafting requirements for strategy and policy.</li> <li>• Assists Enterprise ITSM KM Process Owner with implementation of the ITSM KM communications plan.</li> <li>• Works with the Enterprise ITSM KM Process Owner to plan and coordinate all process activities.</li> <li>• Ensures that all activities are carried out as required throughout the ITSM KM life cycle.</li> <li>• Plans and manages support for ITSM KM tools and processes.</li> <li>• Ensures that all ITSM Knowledge Artifacts are made accessible to those who need them in an efficient and effective manner.</li> <li>• Works with service owners and other process managers to ensure the smooth running of services.</li> <li>• Monitors and reports on process performance and SKMS performance.</li> <li>• Identifies and recommends opportunities for continuous improvements to the Enterprise ITSM KM Process Owner.</li> <li>• Implements improvements to the ITSM KM process.</li> <li>• Facilitates and participates in the ITSM knowledge approval process as appropriate through the life cycle of ITSM Knowledge Artifacts.</li> <li>• Responsible for the identification, review, analysis and formulation of an Improvement Plan for ITSM knowledge gaps as part of Continuous Life Cycle Improvement.</li> <li>• Participates in peer review of draft artifacts and with the Regional ITSM KM Coordinator, facilitates and participates in artifact approvals as part of the Conduct ITSM Knowledge Capture process.</li> <li>• Assists Enterprise ITSM KM Process Owner with development and refinement of information and information management plan.</li> <li>• Responsible for publishing and archiving information and ITSM Knowledge management plan.</li> <li>• Assists with review and implementation of SKMS to</li> </ul>



Description	Overall Responsibility
	<ul style="list-style-type: none"> <li>• include review/update of functional requirements.</li> <li>• Ensures that all relevant ITSM KM roles have the required training requirements identified and communicated to the appropriate organizations.</li> <li>• Ensures technical and non-technical risks are captured and effectively mitigated.</li> </ul>
<b>Role #3 Enterprise ITSM KM Solution Architect</b>	
<p>This role provides the overall technical strategy, guidance and definition of the ITSM KM solution to effectively support USMC's mission. This role is responsible for the overall design of the ITSM information architecture, across multiple data types (structured, semi-structured and unstructured), balancing the need for access against security and performance requirements.</p> <p>This role focuses primarily on ITSM information requirements: design, access, usage and stewardship. The position also requires an understanding of emerging regulatory issues surrounding information assets (such as federal regulations, privacy laws, data retention policies and outsourced data). Also included is the development or use of process models, creation or use of information or target data models, interface designs and development of internal and external checks and controls to ensure proper governance, security and quality of ITSM information and data assets.</p>	<ul style="list-style-type: none"> <li>• Analyzes IT processes and services to gather applicable ITSM knowledge requirements and approaches.</li> <li>• Defines the workflow for ITSM knowledge capture, storage, retrieval, presentation and archival of information assets.</li> <li>• Participates in the review and update of functional requirements for the SKMS solution.</li> <li>• Translates strategic and functional requirements into a usable ITSM information architecture and detailed design, which may include an ITSM data model, associated metamodels, common vocabulary and taxonomies, which will then be used to guide the ITSM KM solution(s) development and achieve consistency of information assets across the application portfolio.</li> <li>• Validates that new and/or enhanced components of the SKMS solution are operating as designed and reports findings to the Enterprise ITSM KM Process Owner and Enterprise ITSM KM Process Manager.</li> <li>• Releases new and/or enhanced components of the SKMS solution into the production environment in accordance with the Change Management and other processes.</li> <li>• Ensures a focus on information/data quality by developing and publishing ITSM data standards such as a common vocabulary, naming conventions, data standards, transformation rules and related enterprise consistency specifications.</li> <li>• Develops a metadata management and repository strategy to manage all ITSM information architecture project artifacts.</li> <li>• Facilitates the mapping of information assets from multiple sources to ensure optimal transparency, quality and consistency across the organization.</li> <li>• Analyzes information to evaluate the effectiveness of controls, determine the accuracy of reports and monitor the efficiency and security of operations.</li> <li>• Assists in post-implementation continuous-improvement efforts to enhance performance.</li> <li>• Integrates ITSM Knowledge across the organization using tools and technologies.</li> </ul>
<b>Role #4 Regional ITSM KM Coordinator</b>	
<p>The Regional ITSM KM Coordinator is responsible for supporting the Enterprise ITSM KM Process Owner and Process Manager in the development and implementation of the enterprise's ITSM KM strategy. The Regional ITSM KM Coordinator serves as the point of contact for ITSM KM requirements within the region and supports Knowledge Artifact gap identification and helps develop the improvement plan.</p>	<ul style="list-style-type: none"> <li>• Assists in the development and implementation of the Enterprise ITSM KM plan to capture, organize, archive, index and make accessible the ITSM knowledge resources of the enterprise.</li> <li>• Provides input to the Enterprise ITSM KM Process Manager for the identification, review, analysis and formulation of an Improvement Plan for ITSM knowledge gaps as part of Continuous Service</li> </ul>



Description	Overall Responsibility
	<p>Improvement.</p> <ul style="list-style-type: none"> <li>Assists the Enterprise ITSM KM Process Manager with the peer review and approval of artifacts before ITSM Knowledge Artifact Owner/Contributor finalizes input.</li> <li>Coordinates and consolidates, when appropriate, Regional ITSM KM Contributors' inputs for review, approval and publishing by the Artifact Owner and/or approval by the Enterprise ITSM KM Process Manager (for newly requested artifacts) for inclusion within the SKMS.</li> <li>Provides feedback to the Enterprise ITSM KM Process Manager on ITSM knowledge that is required to be made available to the region at the enterprise level.</li> <li>Responds to inquiries and in-depth requests.</li> <li>Encourages people to contribute knowledge to the SKMS.</li> </ul>
<b>Role #5 ITSM KM Artifact Owner/Contributor</b>	
<p>The ITSM KM Artifact Owner/Contributor is accountable for the content within the ITSM Knowledge Artifact. The content development may be delegated to others or the artifact owner may develop the content herself/himself. This role is also responsible for maintaining the ITSM Knowledge Artifact.</p> <p>It should be noted that not all Contributors will end up as the ITSM KM Artifact Owner for the specific ITSM Knowledge Artifact submitted.</p>	<ul style="list-style-type: none"> <li>Accountable for artifact capture life cycle — data gathering, draft and final submission.</li> <li>Maintains controlled ITSM Knowledge Artifacts to ensure that they are current, relevant and valid.</li> <li>Creates or revises ITSM Knowledge Artifacts, as appropriate.</li> <li>Reviews ITSM Knowledge Artifact (if they are not the primary author) and participates in the approval process.</li> <li>Submits draft artifact and assigns status of "Draft"</li> <li>Inputs artifact attributes and meta tags.</li> <li>After approval from ITSM KM Regional Coordinator, changes status to 'Published'.</li> <li>Maintains version control of the ITSM Knowledge Artifact.</li> <li>Ensures ITSM Knowledge Artifacts are up-to-date and reflect accurate information.</li> <li>Approves ITSM Knowledge Artifact for publishing.</li> <li>Provides input on the content of the ITSM Knowledge Artifact.</li> <li>Provides feedback and input to ITSM knowledge capture process and SKMS functionality.</li> </ul>
<b>Role #6 Enterprise ITSM SKMS Administrator</b>	
<p>The Enterprise ITSM SKMS Administrator is responsible for the operations and maintenance of the KM/SKMS solutions. This role also works with the Enterprise ITSM KM Solution Architect to implement requirements, enforce standards and generate reports.</p>	<ul style="list-style-type: none"> <li>Supports the Enterprise ITSM KM Solution Architect in the design of the SKMS solution.</li> <li>Responsible for operational availability of the ITSM Knowledgebase.</li> <li>Develops and/or configures the SKMS solution in accordance to the agreed upon architecture and design.</li> <li>Tests SKMS solutions in a non-production environment to ensure fit for use to users and stakeholders</li> <li>Releases new and/or enhanced components of the SKMS solution into the production environment in accordance with the Change Management and other processes.</li> <li>Identifies opportunities for improvement.</li> <li>Assists in the definition of technical standards along with vendor configuration requirements to ensure</li> </ul>



Description	Overall Responsibility
	cross- platform data interoperability. <ul style="list-style-type: none"> <li>• Maintains integrity of ITSM knowledgebase by ensuring controls are enabled as per policy.</li> <li>• Supports interfaces to other relevant applications and databases.</li> <li>• Provides user administration support including user rights, views, etc.</li> <li>• Responds to user requests and acts as tier 2/3 support for the service desk.</li> </ul>
<b>Role #7 Knowledge Stakeholders/Users</b>	
The Knowledge Stakeholders/Users are essential to the life cycle of the ITSM Knowledge Management process as they will be the actual users and contributors of the ITSM Knowledge Artifacts. They fill the dual roles of applying knowledge in their work tasks and contributing their own knowledge and insight to the enterprise's ITSM knowledge content.	<ul style="list-style-type: none"> <li>• Adheres to the identified ITSM KM policy and follow the protocols as laid out by the Enterprise ITSM KM Process Manager.</li> <li>• Responds to input and other solicitation requests by the Enterprise ITSM KM Process Manager and Regional Coordinator to close ITSM knowledge gaps and augment the ITSM knowledgebase.</li> <li>• Provides feedback on problems with ITSM Knowledge Article usage.</li> <li>• Reports issues with current ITSM Knowledge Artifacts and suggests ways to resolve.</li> <li>• Proactively articulates the gaps (missing artifacts) based on process execution.</li> <li>• Provide feedback on SKMS operations.</li> </ul>

### 3.1.1 Responsibilities

Processes may span organizational 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 7 displays the RASCI model for ITSM KM by process roles.

- **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.
- **Support** — Provides resources or a supporting role in the process or activity. Resources allocated to *responsible*. Unlike *consulted*, who may provide input to the task, *support* helps complete 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 7 shows process responsibilities by role.

**Table 7. Process Responsibilities by Role**

KM-Processes	Enterprise ITSM KM Process Owner	Enterprise ITSM KM Process Manager	Regional ITSM KM Coordinators	ITSM KM Artifact Owner/Contributor	Enterprise ITSM KM Solution Architect	Ent. ITSM SKMS Administrator(s)	Knowledge Stakeholders/Users
1.0 Create/Update ITSM KM Strategy	A	R	C		S		
2.0 Conduct ITSM Knowledge Capture	I	A	S	R			C
3.0 Manage ITSM Data, Information and Knowledge	A	R			S		C
4.0 Use SKMS	A	R			S	S	S

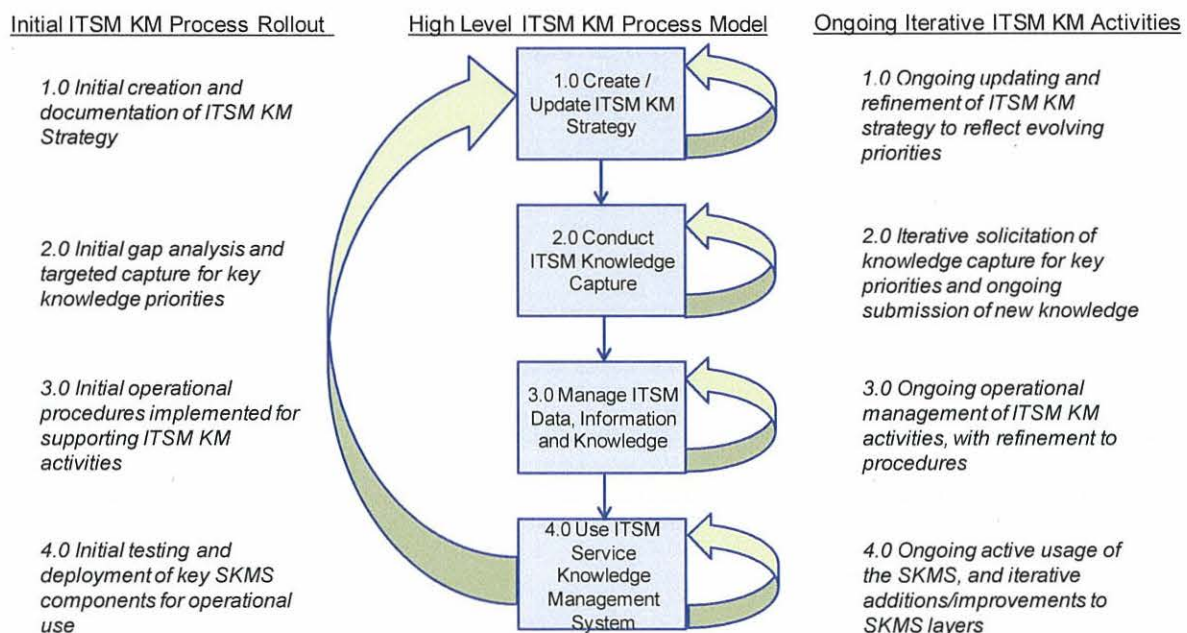


## 4.0 SUB-PROCESSES

To fully implement the ITSM Knowledge Management process, four sub-processes must be executed: (1) Create/Update ITSM Knowledge Strategy, (2) Conduct ITSM Knowledge Capture, (3) Manage ITSM Data, Information and Knowledge and (4) Use ITSM SKMS.

USMC ITSM Knowledge Management is a continuous and connected life cycle in which the establishment of an ITSM KM strategy is the first sub-process for an initial rollout of KM. An overall strategy for ITSM Knowledge Management is required to support the mission needs. This ITSM KM strategy and other sub-processes should be established with a view as wide as practicable to ensure the span of ITSM Knowledge Management is covering direct IT staff, users, third party support and others likely to contribute to or make beneficial use of the knowledge. The establishment of an ITSM knowledge capture sub-process is critical to creating and making available ITSM Knowledge Artifacts to stakeholders and users on an ongoing basis. The management of ITSM data, information and knowledge sub-process puts the appropriate controls in place to facilitate the use of the SKMS by the appropriate users and stakeholders.

All of these processes can stand-alone as discrete processes and continue their own individual ongoing iterative activities for continuous service improvements. These activities can be performed sequentially as noted in the Figure 4-1 below for an initial ITSM KM process rollout. ITSM KM's effectiveness can be measured by how well its strategy and operations goals are being met.



**Figure 4-1. Initial and Iterative ITSM KM Sub-Processes**

The USMC ITSM KM process consists of four sub-processes. The following is a description of the ITSM KM sub-processes.





### 4.1 Create/Update ITSM KM Strategy

The purpose of the Create/Update ITSM KM Strategy is to develop the vision to shape the USMC into a knowledge-based organization by creating a strategic plan that describes how the Marines will manage its ITSM data and information for the benefit of its users and stakeholders. The ITSM KM strategy will need to incorporate the key needs of its stakeholders and users while it also improves the quality of decision making by ensuring that accurate, reliable information is available. In this strategy, a plan must be outlined that helps USMC build the capability to not only create, store, share and use its documented knowledge, but also to continuously monitor and maintain to ensure the ITSM knowledge content is reusable by multiple stakeholders. The ITSM KM strategy will address the governance model, organizational roles and responsibilities, funding, policies and processes, technology and performance requirements. The ITSM KM strategy will be developed collaboratively with the C4 Enterprise ITSM KM Process Owner and MCNOSC Enterprise ITSM KM Process Manager. As with the scope mentioned earlier, the focus of the ITSM KM strategy is on the management of ITSM knowledge needed to support IT services.

**Why ITSM KM Strategy (1.0)?**

*Enables people collaborations and connections by sharing expertise*

The following Figure 4-2 depicts process activities and the role performing the activity for the USMC, followed by a description of these process activities (Table 8).

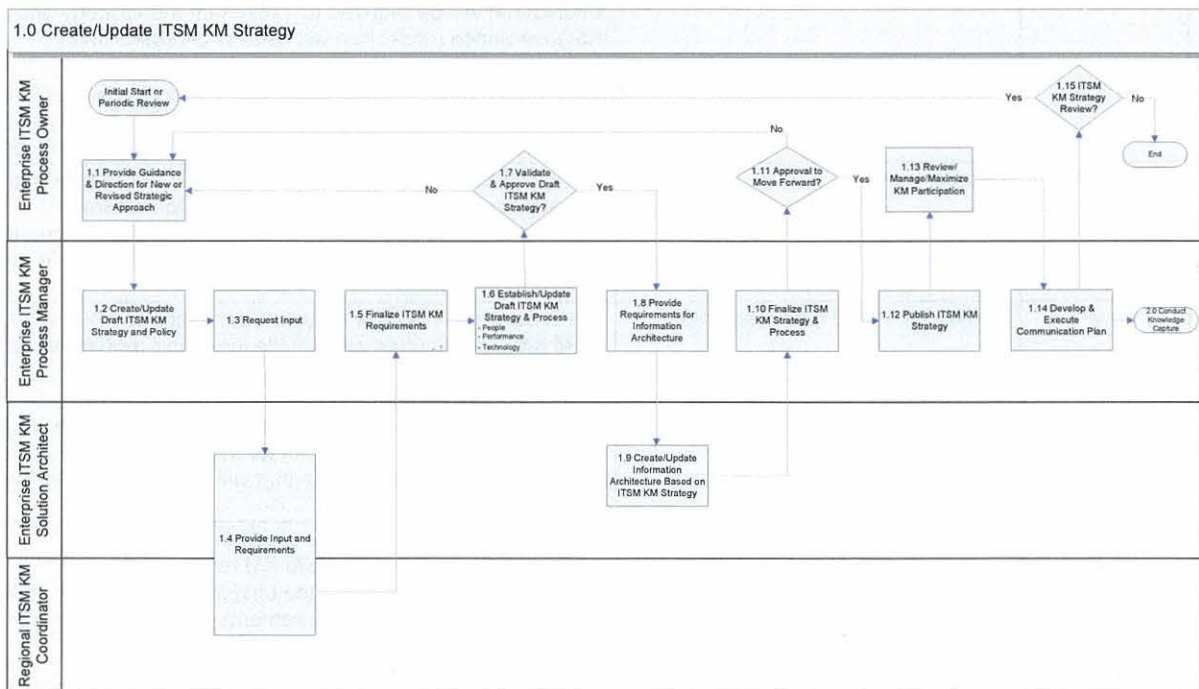


Figure 4-2. Create/Update ITSM KM Strategy



Table 8 describes the activities in the Create/Update ITSM KM Strategy sub-process.

**Table 8. Create/Update ITSM KM Strategy**

1.0 Create/Update ITSM KM Strategy		
Number	Process Activity	Description
1.1	Provide Guidance and Direction for New or Revised Strategic Approach	<p>The Enterprise ITSM KM Process Owner will provide the initial guidance based on evaluation of the current and future information and knowledge requirements that align with the mission goals. Guidance must be provided to develop a well thought out ITSM KM strategy. The Enterprise ITSM KM Process Owner will provide the direction to the Enterprise ITSM KM Process Manager for how the ITSM KM strategy should be positioned.</p> <p>The Enterprise ITSM KM Process Owner will also provide guidance to any updates to be made to the ITSM KM strategy to reflect evolving ITSM KM priorities.</p>
1.2	Create/Update Draft ITSM KM Strategy and Policy	<p>The Enterprise ITSM KM Process Manager will lead the development of a draft ITSM KM strategy that outlines the current state of KM, identifies the future direction of how USMC can use its multiple data sources to make informed decisions and makes the expertise available to many stakeholders. This strategy will set the long-term objectives, or a vision for the ITSM Knowledge Management and draws boundaries around the options for attaining them. This would include answers to key questions such as what knowledge is required by which users to address specific needs, the funding that will be required to implement the strategy and the governance model that will need to be established including the organizational roles and responsibilities.</p> <p>A directive or policy is also created that articulates the ITSM KM strategy for adherence. Both the ITSM KM strategy and policy may be updated based on evolving ITSM KM priorities.</p>
1.3	Request Input	The Enterprise ITSM KM Process Manager will request input and requirements from the Enterprise ITSM KM Solution Architect and Regional ITSM KM Coordinators to support the overall ITSM KM strategy but also to develop actionable and implementable plans.
1.4	Provide Input and Requirements	The Enterprise ITSM KM Solution Architect and the Regional ITSM KM Coordinators will provide input and requirements that support the ITSM KM strategy in the areas of people (resources), technology needs and the performance measurements that must be employed to actualize the ITSM KM strategy. A key area of input for the ITSM KM strategy is the identification of knowledge that will be useful across the enterprise.
1.5	Finalize ITSM KM Requirements	The Enterprise ITSM KM Process Manager will collaboratively finalize the ITSM KM requirements by cohesively bringing together the unique needs of each of the constituents. All of these requirements will be an input into finalizing the ITSM KM strategy.



1.0 Create/Update ITSM KM Strategy		
Number	Process Activity	Description
1.6	Establish/Update Draft ITSM KM Strategy and Process (People, Performance, Technology)	The Enterprise ITSM KM Process Manager will further refine the draft ITSM KM strategy and policy to ensure that all requirements and needs have been addressed and an actionable road map has been developed to help achieve the strategy. This draft ITSM KM strategy may be refined iteratively according to priority guidance provided by the Enterprise ITSM KM Process Owner.
1.7	Validate and Approve Draft ITSM KM Strategy?	The draft ITSM KM strategy is sent to the Enterprise ITSM KM Process Owner for approval and validation. Yes: Go to 1.8 Provide Requirements for Information Architecture (for additional input) No: Go to 1.1 Provide Guidance and Direction for New or Revised Strategic Approach (for rework)
1.8	Provide Requirements for Information Architecture	The Enterprise ITSM KM Process Manager will provide input and requirements to develop the information architecture based on the requirements received from the regions.
1.9	Create/Update Information Architecture based on ITSM KM Strategy	The Enterprise ITSM KM Solution Architect will develop an information architecture that supports the ITSM KM strategy. The information architecture will be a representation of the relevant data and information relationships, information sources both internal and external and taxonomy of how the data and information will be defined and specified. This architecture may include audience-specific needs to maximize usability and manageability of data.
1.10	Finalize ITSM KM Strategy and Process	The Enterprise ITSM KM Process Manager will need to finalize the ITSM KM strategy that includes the actionable road map and the architecture required to support the overall data and information needs.
1.11	Approval to Move Forward?	The finalized draft of the ITSM KM strategy including the implementation road map is sent to the Enterprise ITSM KM Process Owner for approval. Yes: Go to 1.12 Publish ITSM KM Strategy (for publication) No: Go to 1.1 Provide Guidance and Direction for New or Revised Strategic Approach (for updates.)
1.12	Publish ITSM KM Strategy	The Enterprise ITSM KM Process Manager will publish finalized ITSM KM strategy and policy to ensure that all stakeholders have access to the ITSM KM strategy and policy.
1.13	Review/Manage/Maximize ITSM KM Participation	The Enterprise ITSM KM Process Owner will review any existing types of incentives that can motivate people to maximize ITSM KM participation and ITSM Knowledge Artifact contributions. These incentives may be in the form of letters of commendation, recognition and/or citation for the number of ITSM Knowledge Articles submitted, etc.
1.14	Develop and Execute Communication Plan	The Enterprise ITSM KM Process Manager will review and develop a communication strategy and plan to ensure ITSM KM strategy is communicated to all Knowledge Stakeholders/Users and other interested parties. The Enterprise ITSM KM Process Manager will be responsible for the execution of the ITSM KM communication plan. The Enterprise ITSM KM Process Manager then also begins the next ITSM KM sub-process — 2.0 Conduct ITSM Knowledge Capture



1.0 Create/Update ITSM KM Strategy		
Number	Process Activity	Description
1.15	ITSM KM Strategy Review?	On an ongoing basis, the Enterprise ITSM KM Process Manager will review feedback received on the ITSM KM Strategy and forward to the Enterprise ITSM KM Process Owner as input to decisions on whether the ITSM KM strategy will be updated. Yes: Go to "Initial Start or Periodic Review" (for updates) No: Go to End (no iterative activities)

### 4.2 Conduct ITSM Knowledge Capture

Sub-process Conduct ITSM Knowledge Capture identifies the necessary activities to identify knowledge gaps and capture and share the ITSM Knowledge Artifacts. To ensure that knowledge is being captured and shared, a plan must be developed and refined for the capture of ITSM knowledge and the consequential data and information that will support it. After the initial gap identification under the guidance of the Enterprise ITSM KM Process Manager, the capture of the artifacts should be advanced via peer and Regional ITSM KM Coordinators' reviews for final release into the system.

**Why ITSM Knowledge Capture (2.0)?**  
  
*Ensures sharing and utilization of ITSM knowledge*

The following Figure 4-3 depicts process activities and role performing the activity for the USMC, followed by a description of these process activities (Table 9).

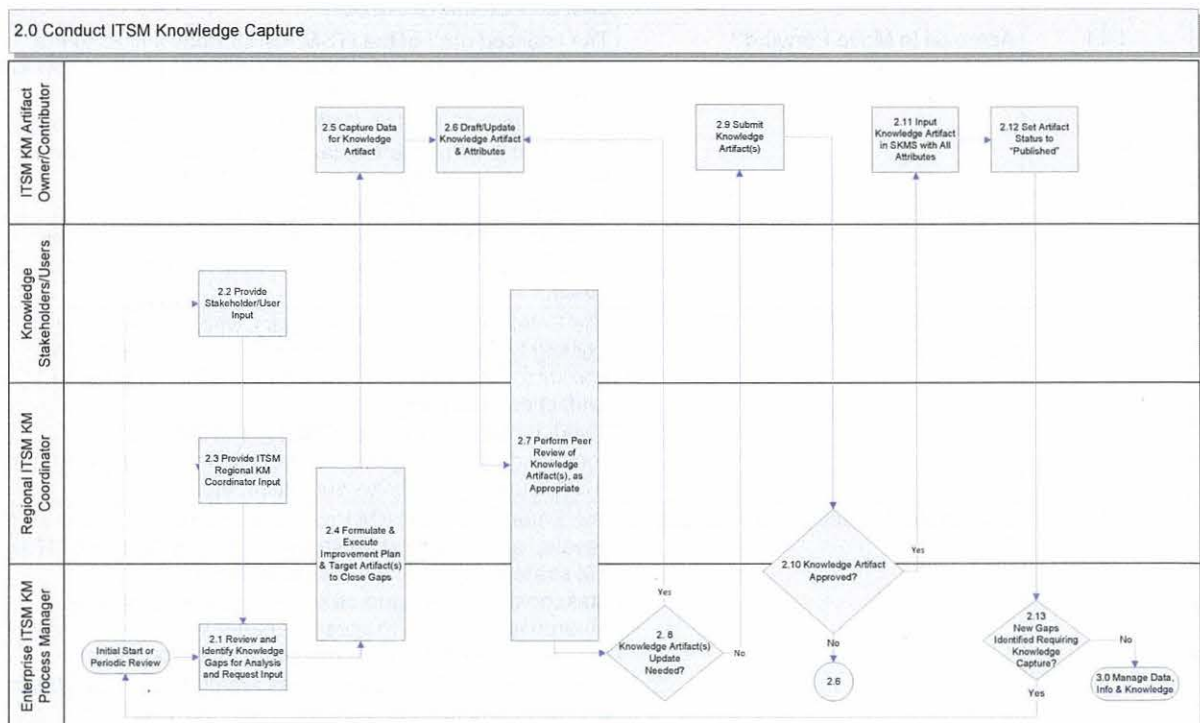


Figure 4-3. Conduct ITSM Knowledge Capture



Table 9 describes the activities in the Conduct ITSM Knowledge Capture sub-process.

**Table 9. Conduct ITSM Knowledge Capture**

2.0 Conduct ITSM Knowledge Capture		
Number	Process Activity	Description
2.1	Review and Identify ITSM Knowledge Gap Analysis and Request Input	The Enterprise ITSM KM Process Manager will gather and review relevant ITSM knowledge and data and identify gaps, if any, in the existing base of ITSM Knowledge Artifacts. The gap identification and analysis may also include input from the Knowledge Stakeholders/Users and the Regional ITSM KM Coordinators. This enterprise approach of ITSM Knowledge Management will result in capture process improvement and innovation.
2.2	Provide Stakeholder/User Input	All Knowledge Stakeholders/Users will provide their feedback, requirements and suggestions as input to the Regional ITSM KM Coordinator. This feedback may be solicited by the Enterprise ITSM KM Process Manager and coordinated through the Regional ITSM KM Coordinators.
2.3	Provide Regional ITSM KM Coordinator Input	The Regional ITSM KM Coordinators will gather and consolidate the requirements, gaps and feedback for each region prior to sending it onward to the Enterprise ITSM KM Process Manager. The Regional ITSM KM Coordinator may supplement this information with additional input to analyze for gaps and/or areas of ITSM knowledge interest.
2.4	Formulate and Execute Improvement Plan and Target Artifact(s) to Close Gaps	The Enterprise ITSM KM Process Manager will lead the development of an ITSM knowledge capture Improvement Plan with the support of the Regional ITSM KM Coordinator which will detail the approach to the implementation of missing or needed ITSM Knowledge Artifacts. Considerations for the execution and communication of the Improvement Plan for capture should include opportunities to address: <ul style="list-style-type: none"> <li>- Learning styles</li> <li>- Knowledge visualization</li> <li>- Driving behaviors</li> <li>- Seminars, webinars and eLearning</li> <li>- Journals and newsletters</li> </ul>
2.5	Capture Data for ITSM Knowledge Artifact	The ITSM KM Artifact Owner/Contributor will gather all data needed for new artifact(s) submissions. This could be initiated directly from requests by the Enterprise ITSM KM Process Manager as part of the improvement plan, or could also be proactively identified and captured by ITSM KM Artifact Owners/Contributors themselves.
2.6	Draft/Update ITSM Knowledge Artifact & Attributes	The ITSM KM Artifact Owner/Contributor will initiate a new draft or update existing artifact(s) and associated attributes and submit for peer review.
2.7	Perform Peer Review of ITSM Knowledge Artifact(s), as Appropriate	The Enterprise ITSM KM Process Manager, the Regional ITSM KM Coordinator(s) and the Knowledge Stakeholders/Users will review the new draft or updated artifact(s) for validity of content and attributes. Depending on the content, attributes and nature of the submitted artifact, different roles may be involved in the peer review.



2.0 Conduct ITSM Knowledge Capture		
Number	Process Activity	Description
2.8	ITSM Knowledge Artifact Update Needed?	The Enterprise ITSM KM Process Manager will review the draft artifact and update the draft, if needed, based on the input from the peer review. Yes: Go to 2.6 Draft/Update ITSM Knowledge Artifact & Attributes (for rework) based on notes from Enterprise ITSM KM Process Manager review. No: Go to 2.9 Submit ITSM Knowledge Article (for draft submission).
2.9	Submit ITSM Knowledge Artifact(s)	The ITSM KM Artifact Owner/Contributor will submit the artifact(s) into the SKMS and set status to "Draft."
2.10	ITSM Knowledge Artifact Approved?	The Enterprise ITSM KM Process Manager and/or Regional ITSM KM Coordinator will make the decision that the artifact(s) has been entered correctly and has been approved for system input. The Enterprise ITSM KM Process Manager and/or Regional ITSM KM Coordinator will reject ITSM Knowledge Artifact(s) if it is not entered correctly or content is questioned and attach rejection notes for ITSM KM Artifact Owner/Contributor to review. The Enterprise ITSM KM Process Manager has the overarching authority to resolve any approval conflicts should any arise. Yes: Go to 2.11 Input ITSM Knowledge Artifact in SKMS with All Attributes (for final submission). No: Go to 2.6 Draft/Update ITSM Knowledge Artifact & Attributes. Forward draft back to ITSM KM Artifact Owner/Contributor with rejection notes (for rework and re-submission).
2.11	Input ITSM Knowledge Artifact in SKMS with All Attributes	The ITSM KM Artifact Owner/Contributor, after approval, will ensure ITSM Knowledge Artifact(s) has been properly input in the SKMS and ready for publication.
2.12	Set Artifact Status to "Published"	The ITSM KM Artifact Owner/Contributor will change ITSM Knowledge Artifact(s) status to "Publish" and artifacts will be available for access.
2.13	New Gaps Identified Requiring ITSM Knowledge Capture?	As an ongoing activity for Continuous Life Cycle Improvement, the Enterprise ITSM KM Process Manager will periodically perform an ITSM Knowledge Artifact gap review. Yes: Go to "Initial Start or Periodic Review" for review of gaps. No: Go to 3.0 Manage Data, Information and Knowledge.

### 4.3 Manage ITSM Data, Information and Knowledge

The purpose of Manage ITSM Data, Information and Knowledge sub-process is to provide ongoing support and maintenance required for the ITSM KM process to remain in control. This includes the development and execution of procedures to ensure the artifacts are properly managed. In addition to the procedures and requirements for managing ITSM knowledge across the life cycle, this sub-process also includes evaluation and improvement to enable continual improvement for how the process is managed.

#### Why ITSM Data, Information and Knowledge Management (3.0)?

*Ensures that proper operational management and control of ITSM data, information*



The following Figure 4-4 depicts process activities and the role performing the activity for the USMC, followed by a description of these process activities (Table 10).

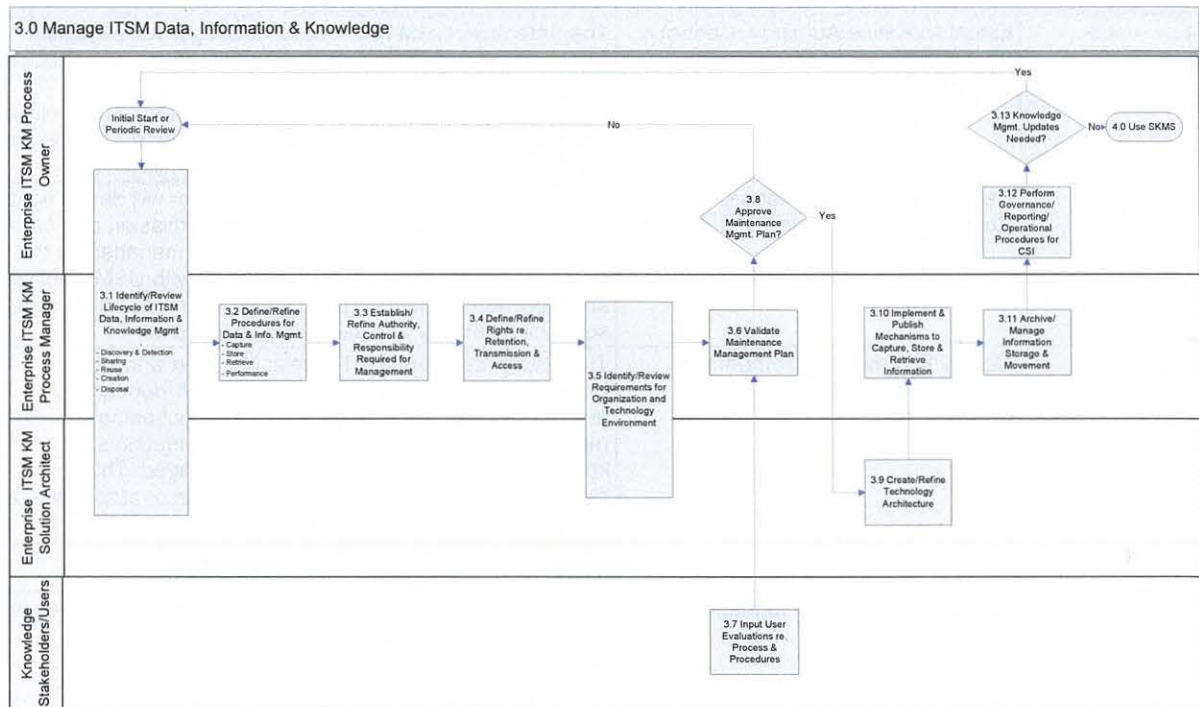


Figure 4-4. Manage ITSM Data, Information and Knowledge

Table 10 describes the activities in the Manage ITSM Data, Information and Knowledge sub-process.

Table 10. Manage ITSM Data, Information and Knowledge

3.0 Manage ITSM Data, Information and Knowledge		
Number	Process Activity	Description
3.1	Identify/Review Life Cycle of Data, Information and ITSM Knowledge Mgmt.	The Enterprise ITSM KM Process Manager will facilitate the definition and review of the broader life cycle for management of ITSM data, information and knowledge with input from Enterprise ITSM KM Process Owner and Enterprise ITSM KM Solution Architect. This includes life cycle stages from discovery through disposal and should address what needs to be monitored and supported across creation, sharing, reuse and other stages.
3.2	Define/Refine Procedures for Data and Information Mgmt.	Based on the life cycle requirements, the Enterprise ITSM KM Process Manager defines and documents the appropriate procedures to maintain the ITSM data and information so that it can be available for those who need to use it. Procedures for capturing, converting and transforming data and information will also be defined and updated as needed. Backup and recovery procedures will also be documented.

