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ITIL Service Capability Operational Support and Analysis

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QUESTION 1

Scenario

NEB is a financial management company that specializes in lendingmoney for substantial property investments. They have a large ITdepartment that is currently using the following ITSM processes:

Service Level Management Availability Management IT Service Continuity Management Information Security Management Incident Management Problem Management.

Each of these processes have been implemented within the plannedtarget time and are working effectively and efficiently. Staff haveadapted to the changes in a very positive manner and see thebenefits of using the ITIL framework.

Last Saturday, there was a security breach. A previous member ofstaff, who has left the company and joined a competitor organization,has been able to gain access to several client lending files. Afterinitial investigation, it was found that access was not terminated whenthe staff member left the company ?this has highlighted that thereare insufficient processes in place to ensure access rights areterminated when staff leave the company, change roles etc and thereis ongoing investigation to see how many other previous staff stillhave access to the system.

The business has requested immediate recommendations from the ITManager, as to what can be done to ensure this situation does nothappen again and how best to inform clients, with reference to thesecurity breach.

Refer to the scenario.

Which of the following options is most suitable to deal with thissituation?

A. Your first recommendation is to implement the AccessManagement process as soon as possible. You suggestthat as the IT organization has already effectively andefficiently implemented six processes, they will be able tomanage a well executed and fast implementation. Thisprocess will ensure that access is provided to those whoare authorized to have it and will ensure access isrestricted to those who are not. With regards to informing clients, you recommend thatclients are not told of the situation as you feel it will be toodamaging to the NEB reputation and will result in acatastrophic loss of clientele. You suggest that if clientsare contacted by the competitor organization, theycannotprove that any information has been obtained via NEB filesand (as there is now a plan to implement AccessManagement) NEB can confidently reassure clients thatthere is ample security and access management in placeto ensure this situation could never arise.

B. Your first recommendation is to implement the AccessManagement process as soon as possible. You suggestthat as the IT organization has already effectively andefficiently implemented six processes, they will be able tomanage a well executed and fast implementation. AsAccess Management is the execution of the policies laidout within the Availability and Information SecurityProcesses, the foundations are already laid. This processwill ensure that access is provided to those who areauthorized to have it and will ensure access is restricted tothose who are not. To ensure alignment between theBusiness and IT, there will need to be integration with theHuman Resources department to ensure there areconsistent communications with regards to staff identity,start and end dates etc.With regards to informing clients of the breach, yousuggest that the clients affected by the breach must beinformed ASAP. You recommend a formal letter is sentfrom senior management to reassure clients that thesituation is being taken seriously and what actions aretaking place to ensure this never happens again. You areaware that this could damage the company\'s reputation,as security is a critical success factor, but feel that thespecific clients must be informed by NEB ASAP, as thereis a high risk they will be approached by the competitororganization.

C. Your first recommendation is to implement the AccessManagement process as soon as possible. This processwill ensure that access is provided to those who areauthorized to have it and will ensure access is restricted tothose who are not. With regards to informing clients of the breach, yousuggest that only the specifically affected clients areinformed of the breach, via a formal letter sent from seniormanagement to reassure clients that the situation is beingtaken seriously. You suggest that the tone and focus ofthe letter should emphasize the following points: There has been a `minor\' security breach fault of memberof staff, who\'s employment has now been terminated No data has been `lost

or changed\\' Sufficient action has been taken to ensure this situationdoes not happen again and NEB would like to assure theirclients that there security and continued confidence is ofthe highest importance.

D. Your first recommendation is to implement the AccessManagement process as soon as possible. You suggestthat as the IT organization has already effectively andefficiently implemented six processes, they will be able tomanage a well executed and fast implementation. Thisprocess will ensure that access is provided to those whoare authorized to have it and will ensure access isrestricted to those who are not.

With regards to informing clients of the breach, yousuggest that all clients need to be informed of the breachand the action being taken to ensure this does not happenagain. You are aware that this could damage thecompany\\'s reputation, but are concerned that if only thespecificallyaffected clients are informed, word will spreadand the entire client base will feel they have beenkept outof the loop on such an important issue and further damageto NEB\\'s reputation will befelt.

Correct Answer: B

QUESTION 2

Technical Management is NOT responsible for?

A. Maintenance of the technical Infrastructure

B. Documenting and maintaining the technical skills required to manage and support the IT Infrastructure

C. Defining the Operational Level Agreements for the various technical teams

D. Diagnosis of, and recovery from, technical failures

Correct Answer: C

QUESTION 3

What is the best definition of an Incident Model?

A. A type of incident involving an authorized Configuration Item (CI)

B. The template used by Service Desk analysts to record incidents

C. A set of pre-defined steps to be followed when dealing with a known type of incident

D. An Incident that is easy is solved at first contact

Correct Answer: C

QUESTION 4

Scenario

Brewster\\'s is a toy factory that has been in business for 30 years.The company started with a small family

run shop and has grownconsistently over the years. They are now supplying toy storesnationwide and are

considered to be the primary supplier of children\'scollectable novelty erasers.

Brewster\'s IT department is relatively small (currently 15 staff) butefficient. They have recently employed an IT Manager in an attemptto improve the management of the infrastructure, as well as moreeffective use of resources and identification of areas for improvement.

The Brewster\'s management teams do not have a lot of ITknowledge. The newly appointed IT Manager is very ITIL focusedand wants to implement as many ITSM processes as is appropriatethere are currently no formal processes in place. On starting with thecompany the IT Manager completed an internal assessment of the ITinfrastructure ?including staff skills analysis, and collated the resultsfrom customer satisfaction surveys completed over the last 5 years.

The main areas of concern are as follows:

Responses from customer satisfaction survey:

Overall a consistent satisfaction level. However, responsescompleted during the past 12 months show an increase incustomers who were unsatisfied with call waiting times whencontacting the service desk for help with online orders andrequests for information.

Customers added the following additional comments:

"Never get to speak to the same person twice when dealing with an Incident number, had to call several times to receive follow up on progress" "Some of the Service Desk staff seem under qualified to deal with my questions about new applications/incidents/service requests"

Results from Staff Skills Analysis:

Staff, in general, have a good knowledge of IT systems and abasic understanding of the business processes andobjectives. However, staff are not well informed of upcomingreleases of new or changed services and not given adequateinformation to relay to the customers.

Staff added the following additional comments:

"Communication between Service Operationdepartments has become inefficient - there aremeetings for the sake of meetings, but the importantinformation we need to know to do our day to day jobsis lacking"

"I still don\'t know what half of the people do, that workin the IT department!"

Results from General IT Infrastructure assessment:

Lack of event monitoring and planning Lack of input from Operational Support departments intoService Design Lack of skill and information sharing across the OperationalSupport teams with regards to Incident, Problem,Workarounds and Known Error data. Little to no proactive activities being carried out.

Refer to Scenario

Which of the following options would be most suitable to address the issues identified from the Customer Satisfaction Survey?

A. You decide that the first two ITSM processes that need to be implemented are Incident Management and Request Fulfillment. As this will enable formal management and coordination of the Service Desk, and ensure that Incidents and Service Requests are dealt with accordingly, enabling separate logging and monitoring and faster call response times Send a formal memo to all customers, introducing yourself and your new role, thanking them for their valuable feedback and addressing the issues raised in the survey results and how you intend to resolve them.

B. You decide that the first two ITSM processes that need to be implemented are Incident Management and Request Fulfillment. As this will enable formal management and coordination of the Service Desk, and ensure that Incidents and Service Requests are dealt with accordingly, enabling separate logging and monitoring and faster call response times. In addition, you will ensure that the new Incident Manager will ensure the Service Desk is the single point of contact, as a first priority. This needs to be the focus over the next quarter to ensure that this policy is adopted ASAP, you will suggest reward options to ensure that staff and end users are in no doubt that this is an essential requirement supported by senior management. Send a formal memo to all customers, introducing yourself and your new role. Thanking them for their valuable feedback and addressing the issues raised in the survey results and how you intend to resolve them.

C. The results of this initial assessment are better than you had expected, you do not see any need to change things yet. You are not concerned with the additional comments as the general feedback is that customers are satisfied with the end to end service and that a 100% satisfaction is unrealistic. You will suggest to the Business that more staff is required for the Service Desk to ensure that call waiting times are reduced and that a more detailed and selective criteria is used as part of the selection process to ensure staff are at the correct skill level and competency.

D. The results of this initial assessment are better than you had expected, you do not see any need to change things yet. You will suggest to the Business that it will be beneficial to complete another initial assessment in one year, after the next Customer Satisfaction Survey is completed, to compare the satisfaction levels and, if required, identify areas for improvement at that stage.

Correct Answer: B

QUESTION 5

Functions are best described as?

A. Self-Contained units of organizations

B. Inter-related activities with a defined goal or output

C. Closed loop control systems

D. A team of IT staff who provide a single point of contact for all user communication

Correct Answer: B

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