The YaSM® Process Map
# for the ARIS Process Platform™

Examples and overview of contents

Contents

For more information on the YaSM® Process Map please visit yasm.com.

The YaSM® Process Map: Process diagrams in three levels of detail

The core of the YaSM® Process Map is a set of process diagrams in three levels of detail

- The top-level diagram (level 1) presents an overview of the YaSM processes.

- 19 overview diagrams on detail level 2 show for each YaSM main process how it is related to the other main processes and what sub-processes it contains.

- On detail level 3, 99 EPC (event-driven process chain) diagrams provide a detailed account of the process activities and the process interfaces.

- Hyperlinks (in ARIS referred to as "assignments") make it easy to navigate in the process model: Going down to a more detailed view or moving up to a higher-level diagram takes only a mouse-click.

The following pages contain vector graphics - to see the process models in detail use your PDF viewer's zoom function.
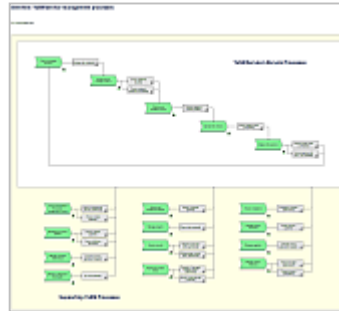
Level 1:
Overview of YaSM service management processes
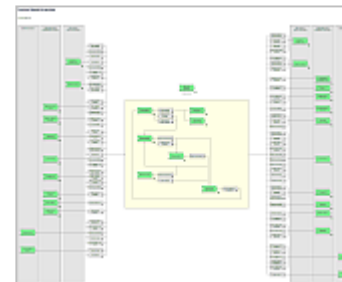
Level 2:
YaSM main processes

Level 3: YaSM sub-processes (EPC models)

Detail level 1: YaSM service management processes

Overview: YaSM service management processes

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YaSM Service Lifecycle Processes

Set the strategic direction → Strategic plan (updated)

Design new or changed services → Service definition (drafted) / Service implmnt. blueprint (completed)

Build new or changed services → Service operation manual (drafted)

Operate the services → Service quality report (completed)

Improve the services → Service review report (completed) / Service improvement plan - SIP (updated)

Supporting YaSM Processes

Set up and maintain the service management system → Service management policies (authorized) / Process model (updated)

Maintain the service portfolio → Service portfolio (updated) / Service definition (activated)

Manage customer relationships → Customer service agreement (signed)

Manage configuration information → CI record (verified)

Assess and coordinate changes → Change schedule (updated)

Manage projects → Project plan (updated)

Ensure security → Register of security risks (authorized) / Underpinning security policy (authorized)

Prepare for disaster events → Register of managed disaster events (authorized) / Service continuity plan (released)

Ensure compliance → Compliance register (authorized)

Manage human resources → Skills inventory (updated)

Manage suppliers → External service agreement (signed)

Manage service financials → Financial budget (authorized) / Financial report (completed)

High-level view of the YaSM service management processes.

Overview: Operate the services

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Zoom in using your PDF viewer's zoom function!

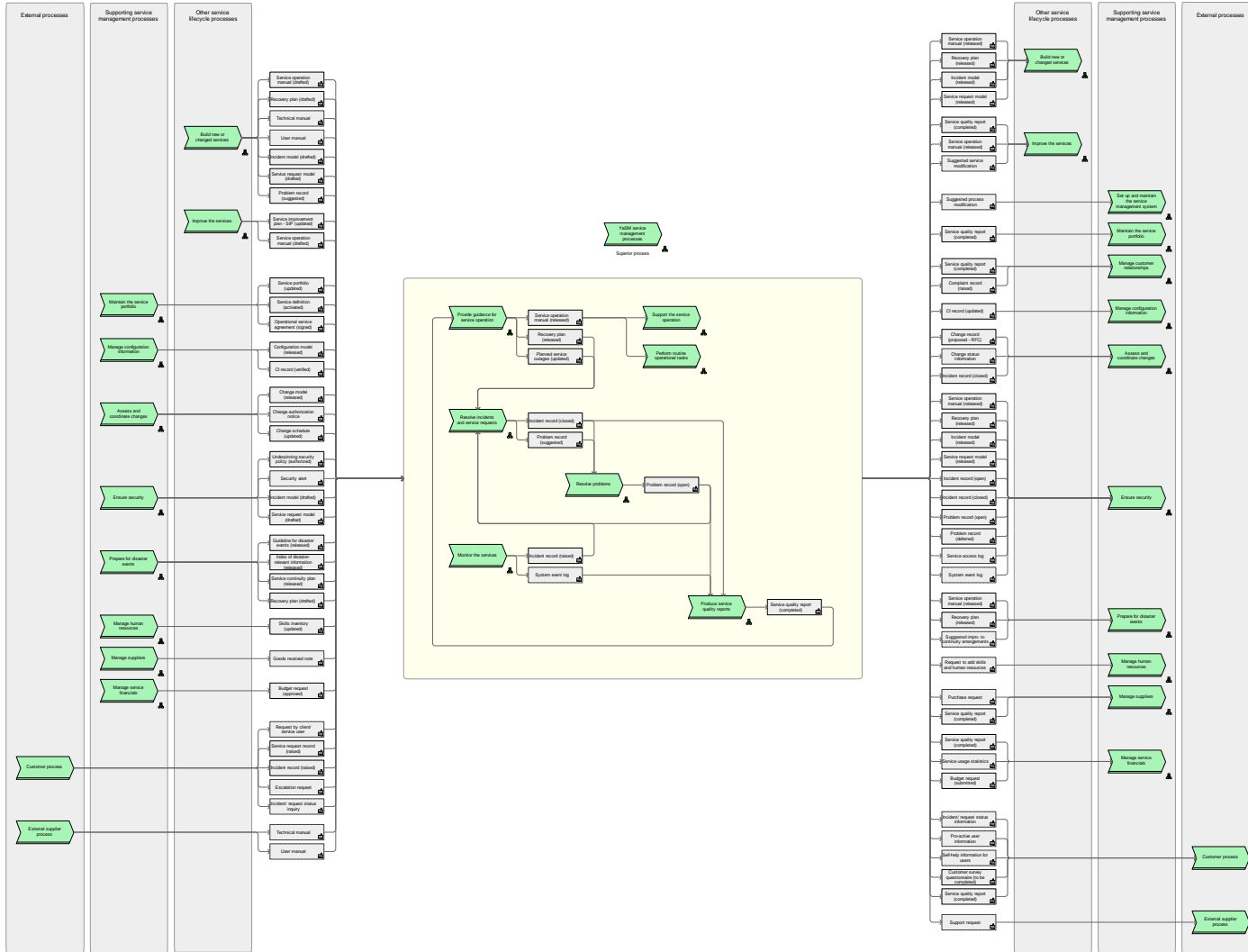**YaSM main processes.**

There are 19 process models of this type on detail level 2.
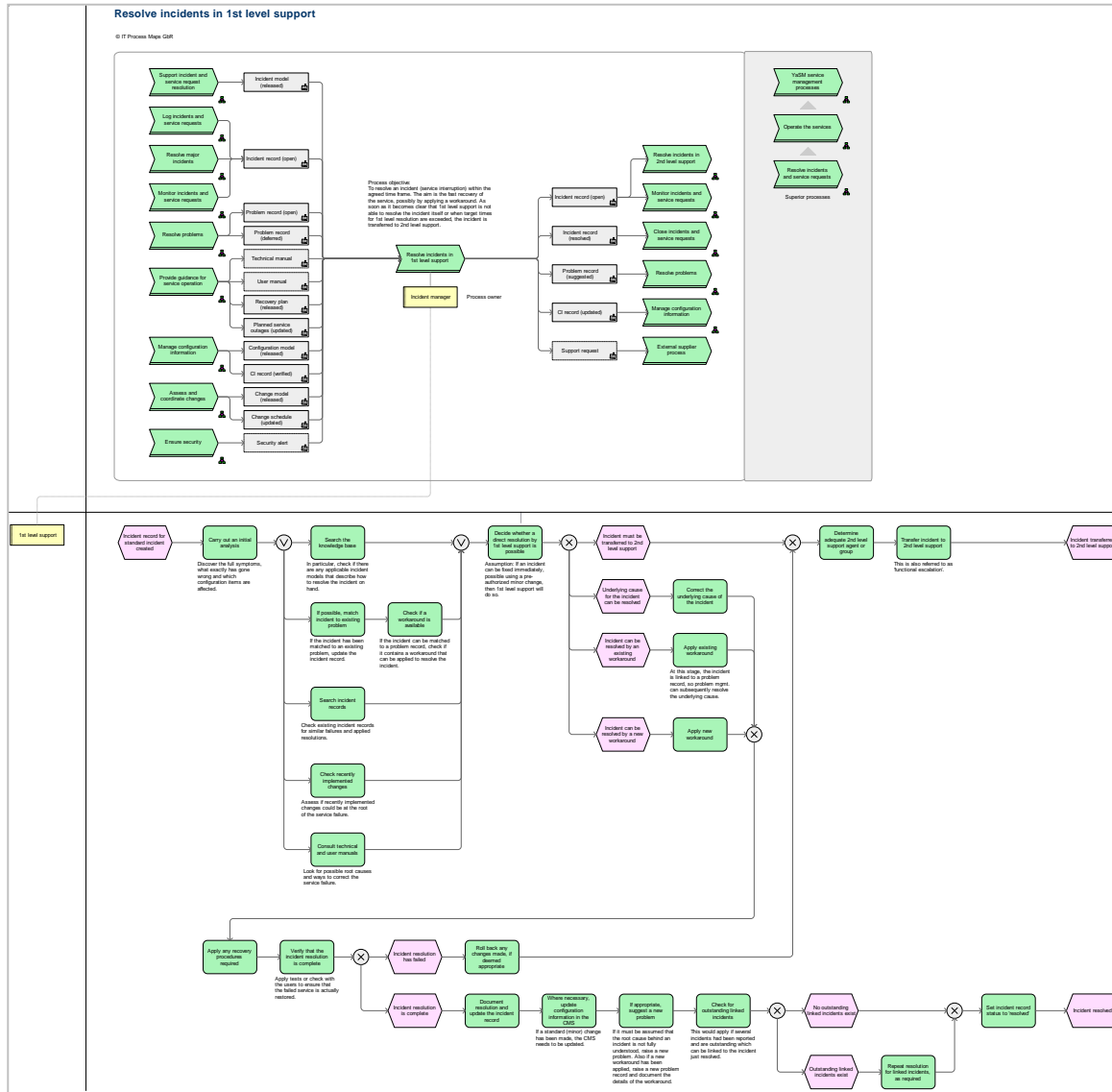
Zoom in using your PDF viewer's zoom function!

YaSM sub-processes.

There are 99 EPC process models of this type on detail level 3.

The YaSM process structure

The YaSM® Process Map offers complete coverage of the YaSM service management processes.

- The following pages provide a complete view of the process hierarchy contained in the YaSM® Process Map.

- Each of the processes on detail levels 1 and 2 is represented by a process overview diagram (see example on page 5).

- Each sub-process on detail level 3 is represented by an EPC diagram with a detailed account of the process activities and interfaces (see example on page 6).

The following pages contain vector graphics – to see the process models in detail use your PDF viewer's zoom function.

Detail: Process structure

Process overview diagrams

EPC diagrams

YaSM service management processes — 0

Set the strategic direction — LP1

Perform strategic assessments — LP1.1

Provide guidance for the use of technology — LP1.2
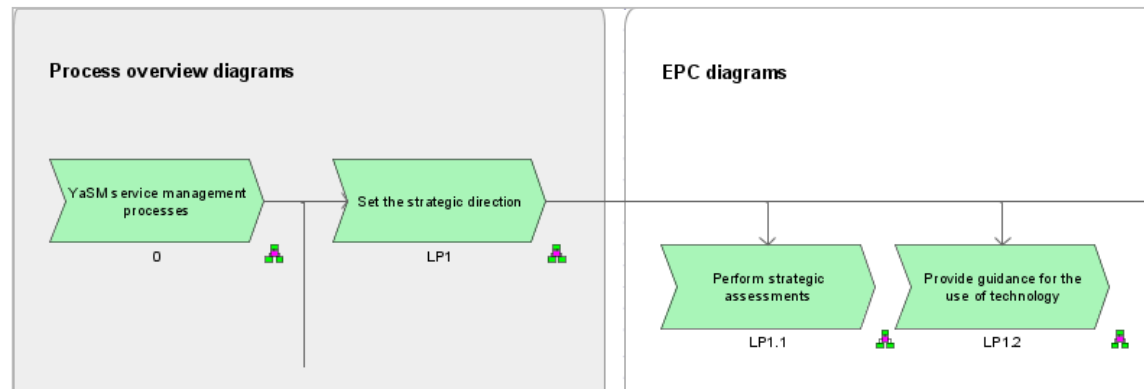
Processes on detail levels 1 and 2 linked to process overview diagrams.

Sub-processes (detail level 3) linked to EPC diagrams.

YaSM process structure: Service lifecycle processes

Process overview diagrams

EPC diagrams

YaSM service management processes — 0

Set the strategic direction — LP1

- Perform strategic assessments — LP1.1
- Provide guidance for the use of technology — LP1.2
- Define strategic initiatives — LP1.3
- Start up service development projects — LP1.4
- Monitor strategic initiatives — LP1.5

Design new or changed services — LP2

- Define required service properties — LP2.1
- Design required infrastructure — LP2.2
- Outline the implementation approach — LP2.3
- Prepare the service implementation — LP2.4

Build new or changed services — LP3

- Coordinate dvlpmt. and procurement activities — LP3.1
- Develop applications and systems — LP3.2
- Accept delivery of the service components — LP3.3
- Create or update operational documentation — LP3.4
- Test the service components — LP3.5
- Deploy the service components — LP3.6
- Prepare the service activation — LP3.7

Operate the services — LP4

- Support the service operation — LP4.1
- Provide guidance for service operation — LP4.2
- Monitor the services — LP4.3
- Produce service quality reports — LP4.4
- Perform routine operational tasks — LP4.5

Resolve incidents and service requests — LP4.6

- Support incident and service request resolution — LP4.6.1
- Log incidents and service requests — LP4.6.2
- Fulfill service requests — LP4.6.3
- Pro-actively inform users and clients — LP4.6.4
- Resolve major incidents — LP4.6.5
- Resolve incidents in 1st level support — LP4.6.6
- Resolve incidents in 2nd level support — LP4.6.7
- Monitor incidents and service requests — LP4.6.8
- Close incidents and service requests — LP4.6.9

Resolve problems — LP4.7

- Pro-actively identify problems — LP4.7.1
- Categorize and prioritize problems — LP4.7.2
- Analyze and resolve problems — LP4.7.3
- Monitor outstanding problems — LP4.7.4
- Close problems — LP4.7.5

Improve the services — LP5

- Perform service reviews
- Define service improvements
- Start up service improvement initiatives
- Implement service improvements
- Monitor service improvement initiatives

Service lifecycle processes.

Zoom in using your PDF viewer's zoom function!

Process overview diagrams

YaSM service management processes
0

Set up and maintain the service management system
SP1

Maintain the service portfolio
SP2

Manage customer relationships
SP3

Manage configuration information
SP4

Assess and coordinate changes
SP5

Manage projects
SP6

EPC diagrams

Define process improvements — SP1.1	Start up process improvement initiatives — SP1.2	Design processes and policies — SP1.3	Implement process improvements — SP1.4	Monitor process improvement initiatives — SP1.5	Operate the processes — SP1.6	Perform process reviews — SP1.7

Add new or changed services to the service portfolio — SP2.1	Update the service portfolio — SP2.2	Activate new or changed services — SP2.3	Review the service portfolio — SP2.4

Find new customers — SP3.1	Sign or terminate customer service agreements — SP3.2	Handle customer complaints — SP3.3	Monitor customer complaints — SP3.4	Hold customer meetings — SP3.5	Perform customer satisfaction surveys — SP3.6

Support the management of config. information — SP4.1	Maintain the configuration model — SP4.2	Control configuration information — SP4.3	Audit configuration information — SP4.4

Support the assessment of changes — SP5.1	Log and review RFCs — SP5.2	Assess emergency changes — SP5.3	Assess changes (change manager) — SP5.4	Assess changes (CAB) — SP5.5	Monitor open changes — SP5.6	Review and close changes — SP5.7

Start up projects — SP6.1	Plan projects — SP6.2	Control projects — SP6.3	Review and close projects — SP6.4

Supporting service management processes [1/2]

Zoom in using your PDF viewer's zoom function!

Process overview diagrams

EPC diagrams

YaSM service management processes — 0

Ensure security — SP7

Assess security risks	Define security improvements	Start up security improvement initiatives	Implement security controls	Operate the security controls	Review the security controls
SP7.1	SP7.2	SP7.3	SP7.4	SP7.5	SP7.6

Prepare for disaster events — SP8

Assess risks associated with disaster events	Define continuity improvements	Start up continuity improvement initiatives	Implement continuity arrangements	Operate the continuity arrangements	Review the continuity arrangements
SP8.1	SP8.2	SP8.3	SP8.4	SP8.5	SP8.6

Ensure compliance — SP9

Identify compliance requirements	Define compliance controls	Perform compliance reviews
SP9.1	SP9.2	SP9.3

Manage human resources — SP10

Identify the required skills	Develop the required skills	Recruit new staff
SP10.1	SP10.2	SP10.3

Manage suppliers — SP11

Set up external supporting services	Procure infrastructure items	Hold supplier meetings	Renew or terminate supplier agreements	Check supplier invoices
SP11.1	SP11.2	SP11.3	SP11.4	SP11.5

Manage service financials — SP12

Maintain the financial management framework	Perform financial planning	Prepare financial reports	Issue customer invoices
SP12.1	SP12.2	SP12.3	SP12.4

Supporting service management processes [2/2]

YaSM documents and records ("YaSM data objects")

The YaSM processes require inputs and create outputs, typically in the form of documents or records.

- These documents and records are represented in the YaSM® Process Map as "YaSM data object" shapes.

- For each of the 75 YaSM objects, there is

  - A checklist or document template in Microsoft Word™ format to describe its contents

  - An object lifecycle diagram to illustrate which YaSM processes create, update, read and archive the object, and how its status changes throughout its lifecycle.

- The YaSM data object model helps with understanding the purpose of each object in the YaSM model, by providing a complete overview of the YaSM objects and their key relationships.

- 19 additional checklists explain the typical contents of the service management policies (there is one policy for every YaSM process).
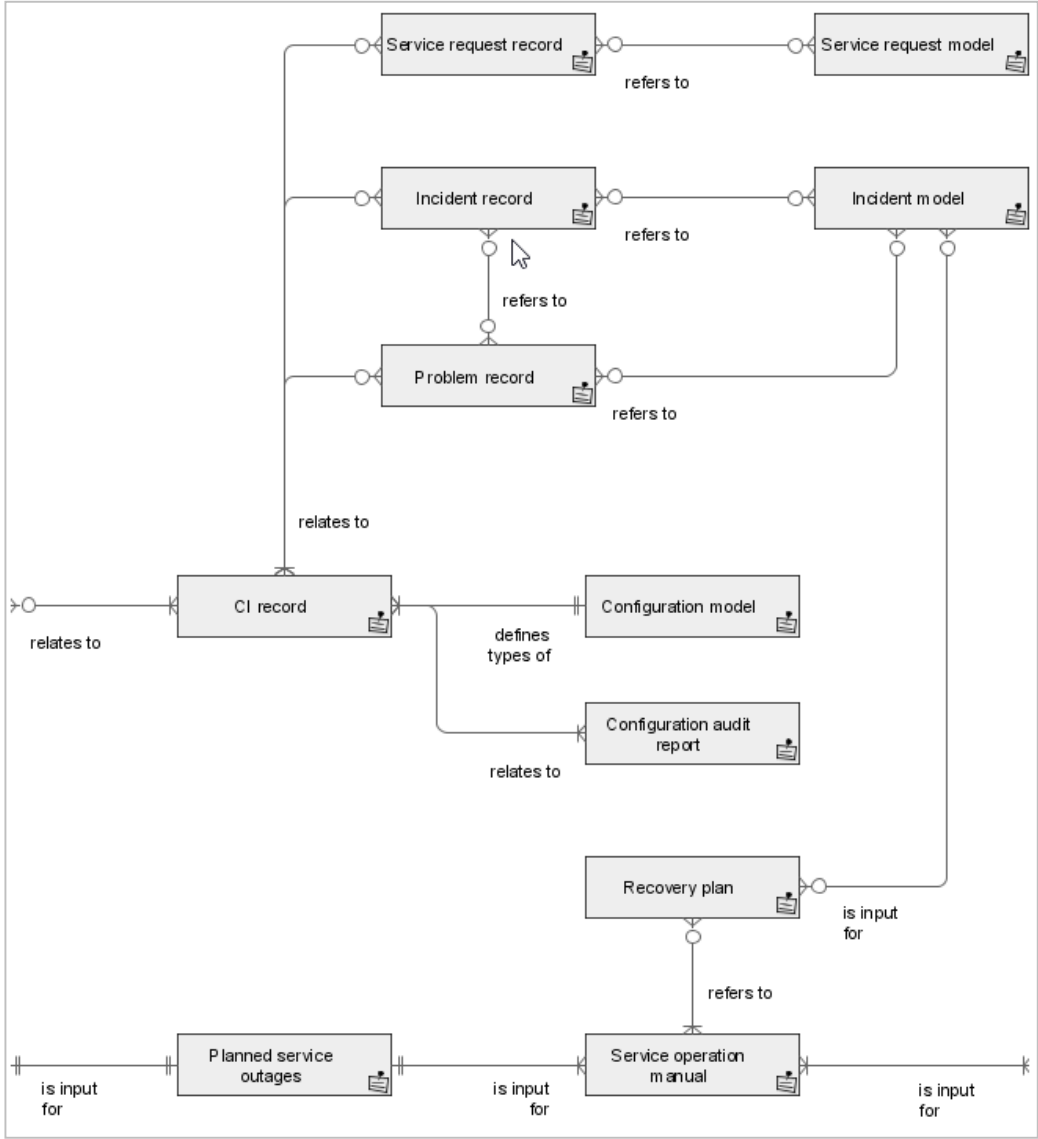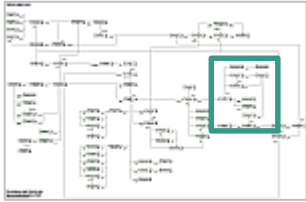
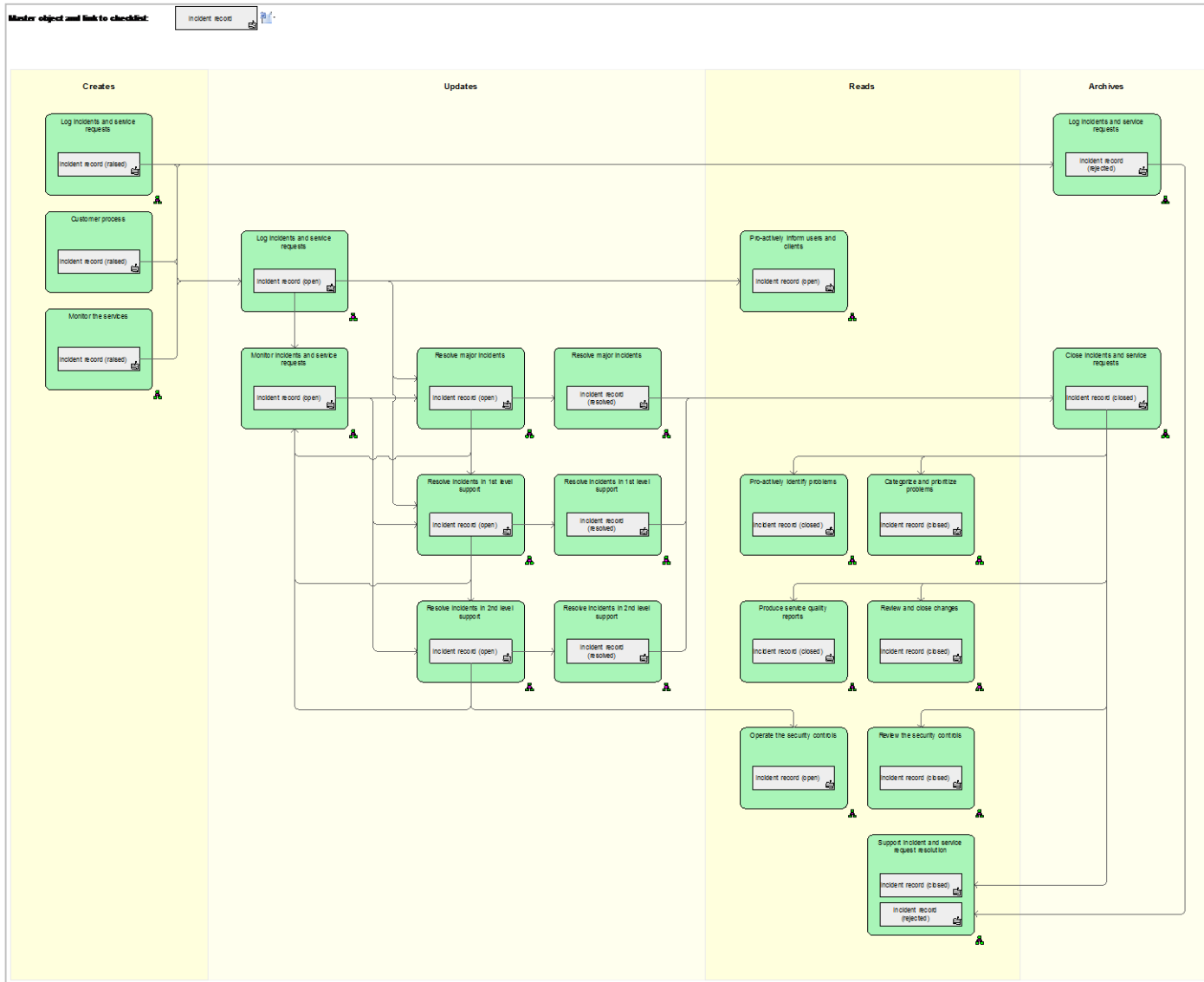| Log incidents and service requests | → | Incident record (open) | → | Resolve incidents in 1st level support |

| **Lifecycle** | **Relationships** | **Typical contents** |

| **Object lifecycle diagrams** | **Data object model** | **Checklists/ document templates** |

Overview of YaSM data objects

YaSM data objects associated with service lifecycle processes

Set the strategic direction (LP1)	Design new or changed services (LP2)	Build new or changed services (LP3)	Operate the services (LP4)		Improve the services (LP5)
Strategic assessment report	Service implmnt. blueprint	Test script	Service operation manual	Incident record	Service improvement plan - SIP
Strategic objectives	Requirements specification	Test report	Recovery plan	Incident model	Service review report
Strategic plan		Service readiness confirmation	Planned service outages	Service request record	
Technology guideline			Service quality report	Service request model	
				Problem record	

YaSM data objects associated with supporting service management processes

Set up and maintain the service management system (SP1)	Maintain the service portfolio (SP2)	Manage customer relationships (SP3)	Manage configuration information (SP4)	Assess and coordinate changes (SP5)	Manage projects (SP6)
Service management policies	Service portfolio	Customer portfolio	Configuration model	Change model	Project charter
Process model	Service definition	Customer service agreement	CI record	Change record	Project plan
Process operation manual	Service portfolio review report	Complaint record	Configuration audit report	Change schedule	Project status report
Process review plan	Operational service agreement	Customer survey questionnaire		CAB meeting minutes	Project issue log
Process review report		Customer survey evaluation		Change assessment report	Project review report
Process metric		Customer meeting minutes		Post-implementation review report	
Process improvement plan - PIP					

Ensure security (SP7)	Prepare for disaster events (SP8)	Ensure compliance (SP9)	Manage human resources (SP10)	Manage suppliers (SP11)	Manage service financials (SP12)
Register of security risks	Register of managed disaster events	Compliance register	Skills inventory	Supplier portfolio	Financial budget
Underpinning security policy	Service continuity plan	Compliance review report	Skills development plan	External service agreement	Budget request
Security operation manual	Continuity operation manual			Supplier meeting minutes	Indirect cost allocation table
Security review report	Continuity review report				Specification of financial data categories
Security improvement plan	Continuity improvement plan				Financial report
	Guideline for disaster events				
	Index of disaster-relevant information				

This diagram provides a complete list of the documents and records ("data objects") used in the YaSM® Process Map.

YaSM data object model

The YaSM data object model:

A complete overview of the key relationships between the YaSM documents and records.

YaSM object lifecycle diagram: „Incident record"

Master object and link to checklist: Incident record

Creates

Log incidents and service requests	Incident record (raised)
Customer process	Incident record (raised)
Monitor the services	Incident record (raised)

Updates

- Log incidents and service requests — Incident record (open)
- Monitor incidents and service requests — Incident record (open)
- Resolve major incidents — Incident record (open)
- Resolve major incidents — Incident record (resolved)
- Resolve incidents in 1st level support — Incident record (open)
- Resolve incidents in 1st level support — Incident record (resolved)
- Resolve incidents in 2nd level support — Incident record (open)
- Resolve incidents in 2nd level support — Incident record (resolved)

Reads

- Pro-actively inform users and clients — Incident record (open)
- Pro-actively identify problems — Incident record (closed)
- Categorize and prioritize problems — Incident record (closed)
- Produce service quality reports — Incident record (closed)
- Review and close changes — Incident record (closed)
- Operate the security controls — Incident record (open)
- Review the security controls — Incident record (closed)
- Support incident and service request resolution — Incident record (closed), Incident record (rejected)

Archives

- Log incidents and service requests — Incident record (rejected)
- Close incidents and service requests — Incident record (closed)

The YaSM® Process Map contains 75 diagrams of this type, one for each YaSM data object.

YaSM checklists/ document templates

Checklist: Incident Record

Definition

A set of data with all details of a service incident, documenting the history of the incident from registration to closure. A service incident is defined as an unplanned interruption or reduction in quality of a service. Events that could potentially impair a service in the future are also treated as incidents (e.g. the failure of one hard-drive of a set of mirrored drives).

Typical contents

1 Unique incident ID

→ *A unique ID is usually allocated automatically by the application used to manage service incidents.*

2 Incident status

→ *Status values could be for example "Raised", "Open", "Resolved", "Closed", …*

3 Date and time of incident recording

4 Date and time of incident occurrence

5 Source and method of notification

→ *E.g. telephone, e-mail, intranet portal, event monitoring system.*

6 Caller/ user contact information and callback method

7 Authorization information

→ *If applicable, details on how it has been established that the requester is authorized to submit the request.*

8 Incident owner

→ *The incident owner retains overall responsibility for the resolution of the incident, even if it is assigned during its lifecycle to other support agents or groups to perform specific tasks.*

9 Agent or support group to which the incident is assigned

→ *This assignment may change during the lifecycle of the incident.*

10 Incident classification/ categorization

→ *Incident classification is a way to add tags to incident assigning them to the appropriate support agent or group creation of statistics and the analysis of historical incide Classification schemes may vary between different or typically classified by*

  − *Service(s) affected*

  − *Customer(s) affected*

  − *Location(s) affected*

  − *Infrastructure component(s) and sub-component(s) affected*

  − *Type of symptom (e.g. "Hardware defect", "Softwa performance", "Security issue", …).*

11 Description of symptoms

12 Priority

→ *Priority is often expressed in priority codes like "Critic "Very low"). Priority is the result from the combination where*

  − *Urgency is a measure of the available time until the*

  − *Impact is a measure of the (potential) damage to the*

  For an example for a prioritization scheme, refer to th Service Request Policy".

→ *For recurring incidents, rules for prioritizing the incident coded into the corresponding incident models.*

13 Major incident flag

→ *This flag indicates that an incident is treated as a major in*

14 Target time for incident resolution

→ *This is the target time as committed in the applicable serv resolution times are typically determined based on th*

15 Applicable incident model(s)

16 Links to related incident records

→ *If similar outstanding incidents exist to which the ne*

The YaSM® Process Map contains 93 checklists in Word format, describing the typical contents of the YaSM data objects (documents and records).

RACI matrix: Participation of the YaSM roles in the YaSM processes

Processes \ Roles	1st level support	2nd level support	Application/ System Developer	Change advisory board (CAB)	Change manager	Change owner	Compliance manager	Configuration manager	Customer	Customer relationship manager	Emergency change advisory bo...	Financial manager	Human resources manager	Incident manager	Major incident team	Operations manager	Operator	Problem manager
Support incident and service request resolution														AR				
Log incidents and service requests	R													A				
Fulfill service requests	R													A				
Pro-actively inform users and clients	R													A				
Resolve major incidents	R													AR	R			
Resolve incidents in 1st level support	R													A				
Resolve incidents in 2nd level support																		
Monitor incidents and service requests																		
Close incidents and service requests																		
Resolve problems																		
Pro-actively identify problems																		

Name: Resolve incidents in 1st level support
Type: Function
Symbol: Value-added chain
Description/Definition: Process objective:
To resolve an incident (service interruption) within the agreed time frame. The aim is the fast recovery of the service, possibly by applying a workaround. As soon as it becomes clear that 1st level support is not ...esolve the incident itself or when targ... ...vel resolution are exceeded, the inci...

Open a process diagram directly from the matrix.

Pop-up hints show the process objectives.

The RACI Matrix updates automatically when roles are added to or removed from the process models.

Contact

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