ITIL® Intermediate Lifecycle Stream:

CONTINUAL SERVICE IMPROVEMENT (CSI) CERTIFICATE

Sample Paper 2, version 6.1

Gradient Style, Complex Multiple Choice

SCENARIO BOOKLET

This booklet contains the scenarios upon which the eight examination questions will be based. All questions are contained within the Question Booklet and each question will clearly state the scenario to which the question relates. In order to answer each of the eight questions, you will need to read the related scenario carefully.

On the basis of the information provided in the scenario, you will be required to select which of the four answer options provided (A, B, C or D) you believe to be the optimum answer. You may choose ONE answer only, and the Gradient Scoring system works as follows:

- If you select the CORRECT answer, you will be awarded 5 marks for the question
- If you select the SECOND BEST answer, you will be awarded 3 marks for the question
- If you select the THIRD BEST answer, you will be awarded 1 mark for the question
- If you select the DISTRACTER (the incorrect answer), you will receive no marks for the question

In order to pass this examination, you must achieve a total of 28 marks or more out of a maximum of 40 marks (70%).

Scenario One

You are the IT service manager for a national company and you are planning a major process improvement programme. You have adopted the CSI approach and have started to plan the "where are we now?" step in order to create a baseline for future comparison. You have invited the IT senior management team to a meeting to discuss the scope of the assessment to establish this baseline. The requirement for the improvements has been initiated because the business believes that the IT organization is not responsive to its needs.

As the meeting progresses it becomes obvious that the managers hold different opinions about the scope of the assessment. Some of the group suggest that it is the processes that are the reason for the issues identified by the business and therefore the processes are all that need to be assessed. Others feel that the assessment needs to go deeper and also include people and technology – as there may be gaps in the skills required and the tools needed to support the processes. A few feel that the processes and technology are not the issue but that there are much deeper issues within the organization and the assessment should consider all aspects of IT.

Many reasons were given to support the differences of opinion, including:

- The majority of the supporting technology is less than two years old and is causing no apparent issues
- There is limited cooperation between the various IT groups
- Nearly three quarters of the IT staff have been with the company for more than 15 years

Some of the managers, those who have achieved ITIL Foundation certification, believe that they are the appropriate ones to conduct the assessment. However, others who have not achieved ITIL Foundation certification feel this is neither necessary nor relevant to the exercise.

Scenario Two

Your organization's time management service is critical to the accurate billing of clients. The service allocates the time spent by financial consultants to the appropriate client accounts. From an IT delivery perspective the service is notoriously unreliable and has recently been blamed for customer complaints arising from inaccurate bills. The business is now asking IT to act quickly to try to increase the availability, reliability and performance of the service. Customer perception of the service is very poor.

As the service owner for the time management service you are under pressure to identify improvements that will allow an increase in the warranty levels of the service to ensure it delivers value to the customer.

Your organization implemented ITIL several years ago and all of the processes are in place and are working effectively. When incidents are raised for this service they are usually resolved within agreed targets – but only just in time, and there is usually a need to escalate the incident and utilize additional resources to meet targets.

The types of incidents raised include:
- Slow response times – normally to a degree where the service is unusable
- Error messages – application and database errors
- Missing and inaccurate data – thought to be a result of users' "finger trouble"
- Service unavailable – analysis points to a variety of failed components

Problem management has analysed the incidents and cannot find any trends that indicate specific reasons for the failures and therefore cannot identify a single root cause. You now need to consider your next steps in identifying where improvements are needed.

Scenario Three

The internal IT provider in your company has traditionally monitored and reported on service achievements by using component level performance information and presenting this in a monthly service report for business stakeholders. The business tries to make sense of this information but the reports have proved meaningless in demonstrating the performance of IT to the business. The reports are too technical and have rarely been used to identify any opportunities for improvement.

Business managers have shown a particular interest in adopting a scorecard approach and have encouraged the IT provider to create a new framework that will align to their needs. Some progress has been made over the last couple of months. As service management has matured, the requirements for consolidating the component information into a more meaningful measurement have been met. Service level management has reached an acceptable level of maturity: SLAs are in place, as are monthly service reviews.

A recent meeting of the business relationship managers in the organization concluded that the current methods of measuring and reporting performance to stakeholders have delivered improvement, but are in need of further improvement. All parties agree that a suitable measurement framework has to be put in place in order to fully address the scorecard approach, but there are a variety of differing opinions on how best to approach this.

Scenario Four

An IT organization's last service improvement analysis found deficiencies within the monitoring and reporting tools used. The analysis recommends updating the technology to:

- Improve the ability to deliver accurate reports to the business on service levels
- Recognize improvement opportunities within IT
- Address the business demand for better management of information security
- Support other service management processes including:

    o Capacity management
    o Availability management
    o Incident management

Prior to making an investment in new tools, the IT director has asked you to identify which types of monitoring and reporting tools are commonly used, and what their purposes are, and how they could best help address the findings from the improvement analysis.

Scenario Five

As the chief information officer (CIO) for your company, you are generally pleased with your team, which has been introducing service management best practices through the implementation of many of the ITIL processes. You are particularly pleased with the success in the areas of change, release and deployment, and incident and service level management. These successes have been widely endorsed by the business.

You are developing a culture within your team so that it becomes more service-oriented and you wish to recruit a continual service improvement manager. You want to recruit internally from existing staff in order to make use of current skills and knowledge within the organization. The candidate will need to facilitate the continued momentum with existing processes, as well as the implementation of new processes.

Scenario Six

An internal IT service provider of a large publishing company has implemented service management practices over the last year, and has made many improvements to the IT services and processes.

The service provider monitors services regularly to identify service level achievements. Despite detailed monitoring and reporting, the sales manager has informed the service level manager that there is dissatisfaction with the service the sales department is receiving. A service level agreement (SLA) is in place with the sales department. Reports are produced in time for the monthly service review meeting and consistently show that all service level targets are met. However, the users are complaining that there is more downtime than there should be.

The CSI manager has been asked to investigate and has chosen to use the seven-step improvement processes to try to identify the cause. He has collected the information below.

The relevant part of the SLA includes the following targets:

- System response time: less than two seconds for 70% of transactions during daily service hours
- Maximum number of users: 200
- Service hours: 07:00 to 19:00
- Availability: 99% over the weekly service hours

The current procedures include:

- Several tools that monitor, collect and store the necessary data. One tool collects transaction rates at various service components, including server transaction rates and network bandwidth utilization. There is also a tool that collects end-to-end transaction data from a workstation to the server. The same monitoring tools collect data on the duration of the downtime. However, the tools cannot provide all the data required to directly calculate end-to-end availability
- Incident data is collected from the service desk logging tool and provides information about the downtime experienced by users
- The performance and availability data is uploaded from the monitoring tools to a statistical analysis tool on a weekly basis
- The statistical analysis tools perform data processing. The performance data and availability data from the monitoring tools are combined into two separate reports ready for analysis
- Analysis is also performed by the same tool that compares the processed performance and availability data with the service targets
- A report is produced for the sales business unit and circulated two days before the service review meeting. The report is in the form of a service level agreement monitoring (SLAM) chart
- A separate report is produced showing the incident data that is taken from the service desk tool

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Scenario Seven

An IT provider organization is having difficulty demonstrating service achievement to their customers. Many service management processes are in place and many improvements have been made. However, no further progress can be made until improvements are made to the service management tools.

The organization already has many tools including an IT service management suite that supports incident management, problem management, change management and integrates with the organization's configuration management system (CMS). It also provides workflow support to the service management process. Individual tools are available for component monitoring and these provide reliable data and information about the components of the services.

The need to improve the tools is due to a number of limitations of the existing tools; which the organization wishes to overcome. These are as follows.

- The organization cannot provide reports that indicate end-to-end achievement of service levels
- The organization is unable to link details of incidents to outages detected by other tools
- The organization is unable to provide information regarding trends for incidents and problems
- A large amount of data processing is performed manually

A decision has been made to acquire tools to provide functionality that will address the current limitations. As an input to the tool selection process, you have been asked to compile an overview of the most urgently required functionality of the new tools.

Scenario Eight

The IT department of a technology manufacturing company adopted ITIL 12 months ago. The department's activities are structured around the service lifecycle and most of the main service management processes are now in place.

The staff are highly motivated and many are considered to be technical experts in their field. They are proud of their service achievements, particularly their ability to deploy new infrastructure and applications into the live environment in short timescales. This has occasionally lead to unplanned downtime in the initial weeks after the implementation but it tends to settle down once IT operations staff are up to speed with the changes. The business users and customers are very tolerant of these interruptions because of the demands they put on IT to respond to changes very quickly.

The IT department is now preparing for the implementation of continual service improvement (CSI). Much thought has been given to the project and detailed plans are now in place to ensure that the right people will be involved in building and testing the CSI improvements prior to implementation.

IT senior management is keen to take advantage of improvements that can be made to the services and processes and are committed to a programme of change. Further, they have already allocated the CSI roles, and other resources will be made available as necessary.

The organization has high expectations and is used to rapid change. Already a long list of possible improvement opportunities has been created. Many of these opportunities have been reviewed with business customers who see improvement in IT services to be a part of their business plans and a means of achieving financial targets. Plans have been drawn up to implement most of the opportunities as soon as possible.