GOVERNANCE ISSUES IN RELATION TO ISUPPORT

drawn up by the iSupport team

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QUESTIONS DE GOUVERNANCE RELATIVES À ISUPPORT

établi par l'équipe iSupport

(DISPONIBLE EN ANGLAIS UNIQUEMENT)

*Information Document No 7 (revised) of March 2015 for the attention
of the Council of March 2015 on General Affairs and Policy of the Conference*

*Document d'information No 7 (révisé) de mars 2015 à l'attention
du Conseil de mars 2015 sur les affaires générales et la politique de la Conférence*

**Draft Information Document for the attention
of the 2015 Council on General Affairs and Policy**

Governance issues in relation to iSupport

1.   During the initial stages of the iSupport project[1] *i.e.,* the project to develop an electronic case management and secure communication system for the EU 2009 Maintenance Regulation[2] and the 2007 Hague Child Support Convention,[3] States participating in the project recommended discussing, as soon as possible, governance issues relating to iSupport, if possible, before the issuance of a tender, for the development of the software and its maintenance, which is contemplated by the end of April 2015.[4]

2.   The purpose of this document is to inform the Council on General Affairs and Policy of the Hague Conference of the conclusions and recommendations reached so far by the iSupport Tender, Maintenance and Governance Working Group[5] under the advice formulated by the iSupport Advisory Board at its meeting of 4-5 December 2014.[6]

1.   Ownership

3.   It is important to note from the outset that States participating in the iSupport project have recommended developing an open source system.[7] Notwithstanding this, the issue of "ownership" is relevant with regard to the transfer of property rights from the developer to the owner in particular in relation to source codes, their management and modifications.

4.   The issue of ownership of iSupport is governed by the Grant Agreement concluded between the Hague Conference on Private International Law (hereinafter, "the Hague Conference") and the European Commission on 2 July 2014.[8]

5.   Further to consultations with the European Commission between June and August 2014, in the light of *Grant Agreement Article I.7* and *General Conditions II.8.1 and II.8.3*,[9] the European Commission indicated to the Hague Conference that the European Union did not intend to use iSupport *per se.*

6.   Upon completion of the development of iSupport and in accordance with the contract for development, the developer would transfer to the Hague Conference and the other Action Grant beneficiaries the property rights concerning iSupport.

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[1] Additional information on the iSupport project is available on the Hague Conference website at < www.hcch.net > in the "iSupport" specialised section.

[2] EC Regulation No 4/2009 of 18 December 2008 on jurisdiction, applicable law, recognition and enforcement of decisions and co-operation in matters relating to maintenance obligations (hereinafter "the EU 2009 Maintenance Regulation").

[3] The *Hague Convention of 23 November 2007 on the International Recovery of Child Support and Other Forms of Family Maintenance* (hereinafter "the 2007 Hague Child Support Convention").

[4] The intention is to issue a draft tender for comments by the end of March 2015 and to issue a final tender by the end of April 2015.

[5] Brazil, Canada, France, Malta, the Netherlands, Switzerland, the United States of America and the National Child Support Enforcement Association participate in this Working Group.

[6] A copy of the Report of the 4-5 December 2014 Meeting of the iSupport Advisory Board is available in the "iSupport" specialised section, *supra* note 1, under "Key documents". See in particular paras 65-80 of the Report.

[7] The rights and obligations relating to the open source nature of the software will be described in the call for tender document.

[8] The relevant provisions of the Grant Agreement are reproduced in Annex A to this Information Document. It is important to note that the provisions that appear in Annex A are taken from a model agreement usually meant for paper deliverables and not necessarily for a software deliverable like iSupport.

[9] *Ibid.*

7.   It is important to note that the Grant Agreement only provides for the right to use iSupport. Whilst it is understood that property rights include the right to modify the system, in the interest of safeguarding the harmonised operation of iSupport between users (*i.e.*, States) and with a view to promoting a collaborative approach between users in an open source environment, consideration has been given to the development of processes and procedures for an iSupport Governing Body to make decisions on the modifications and evolution of the source codes of iSupport (see under 5 below).[10] This would include providing processes and procedures for the types of modifications that may not need the approval of an iSupport Governing Body.[11] It is understood that any State implementing iSupport would have to abide to these processes and procedures.

2.   Governing Body – Composition

8.   States / REIOs[12] having an interest in iSupport should have a representative on the Governing Body.[13] This would be:

- States / REIOs that have implemented and which operate iSupport;
- States / REIOs that are contributing financially or technically (in kind) to iSupport;
- States / REIOs bound by the 2007 Hague Child Support Convention or about to be bound (which have signed the Convention) but which are not using iSupport yet – as observers
- One representative from e-CODEX[14] – as observer;
- At least one representative of the Service Provider – as observer(s);
- At least one representative of the Permanent Bureau.

3.   Governing Body – Decision-making procedure

9.   In accordance with the Hague Conference decision-making practice for meetings, the sessions of the Governing Body shall, to the furthest extent possible, operate on the basis of consensus.[15]

4.   Governing Body – Timing of implementation

10.   During the iSupport project, from 1 September 2014 until 31 August 2016, the Hague Conference is responsible in accordance with the Action Grant Agreement and applicable European Union Rules for carrying out the project. The iSupport team has been established for that purpose in accordance with the Action Grant Agreement. It is assisted by an Advisory Board and subject matter expertise Working Groups also in accordance with the Action Grant Agreement.

11.   As a result, a Governing Body will have to be established by 1 September 2016.

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[10] See the Draft General Description of the iSupport Maintenance Services in Annex B.

[11] These would be modifications that would have a local effect only in comparison to modifications that would have a global effect for all iSupport users.

[12] Regional Economic Integration Organisations.

[13] If overtime the Governing Body was to become so large that it would affect its proper functioning then considerations could be given to the adoption of rules and criteria to reduce its size whilst ensuring a just and fair representation of the States using iSupport.

[14] e-CODEX is the open source secure communication system that could be used in the iSupport project. A decision to use e-CODEX will be taken before the end of February 2015. Additional information about e-CODEX is available under the e-CODEX website at < www.e-codex.eu > and under the "iSupport" specialised section, *supra* note 1, under "Secure Communications (e-CODEX) Working Group (3)" then "Documents for 12 January 2015 Meeting".

[15] See Art. 8(2) of the Statute of the Hague Conference.

5.   Governing Body – mandate

12.   The Governing Body, or a sub-group of the Governing Body,[16] depending on the circumstances, will be mandated by the owner of the property rights (*i.e.*, the Hague Conference) to manage these rights which would include, for example:

- taking decisions on how to address an important and urgent malfunctions that affect the system;
- taking decisions on system or configuration modification requests made by users, the Permanent Bureau and / the service provider;
- reviewing Permanent Bureau and service provider Service Level Reports on the implementation and operation of iSupport; and,
- taking decisions on the implementation and maintenance of iSupport on the basis of these reports (*e.g.*, SLA (Service Level Agreement), service provider fees, major changes).

13.   The Governing Body will need to adopt Guidelines / Procedures / Rules concerning the exercise of its mandate, for example: [17]

- procedures that should be followed by a sub-group of the Governing Body when a malfunction needs to be urgently addressed (*e.g.*, an "escalation Change Advisory Board"[18] including members of the Governing Body, a representative of the Permanent Bureau and of the Service Provider); and,
- procedures that should be followed when a system or configuration modification, whether local or global,[19] request is made (including the description of the different categories of requests and the setting-up of a prioritisation scheme).

14.   Furthermore the Governing Body will:
- adopt a budget plan for the following year;
- set the Financial contributions of users;
- take decisions as to the selection of service providers for post-development, installation and maintenance (including helpdesk, updates and upgrades) of iSupport; and,
- report on an annual basis to the Council on General Affairs and Policy of the Hague Conference.

6.   Supplementary resources to assist the Governing Body and support the iSupport project

15.   Depending on the number of States that implement iSupport, the number of requests for installation assistance, the required promotion efforts and the funding available, it is recommended in principle to consider the hiring[20] of a part-time experienced lawyer with maintenance obligations experience and a part-time IT Co-ordinator with IT maintenance and implementation knowledge and experience (both paid by the States using iSupport), or a combination of both, to promote and assist with the effective and harmonious implementation of iSupport as well as the 2007 Convention and Protocol in the different States. Both individuals would also provide support to the Governing Body (*e.g.*, maintaining all documentation and communications, and chairing the meetings of the Advisory Board), liaise with members of the Governing Body, States that have implemented iSupport and the service provider looking after iSupport (see under 7 below). In addition, both individuals would look for funding

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[16] See examples of sub-groups such as Change Advisory Board (hereinafter "CAB") or escalation Change Advisory Board (hereinafter "eCAB") in the Draft General Description of the iSupport Maintenance Services in Annex B.

[17] Consideration should be given to adopt interim versions of these processes and procedures for the purpose of the tender. They could be then adopted at the first meeting of the Governing Body. See the Draft General Description of the iSupport Maintenance Services in Annex B.

[18] See *supra* note 16.

[19] See *supra* note 11.

[20] The hiring of personal/staff is always subject to the availability of office space.

opportunities. Until the completion of the project (August 2016) the current iSupport team will assume this role.

7.   Service provider

16.   The Hague Conference would hire the services of a service provider through an international tender for both implementation and maintenance (including helpdesk, updates and upgrades) of iSupport. This would reduce the necessity of procurement at the national level for the same services. The default invoicing by the service provider would be to the Permanent Bureau with the option for the service provider to invoice the States directly.

17.   It will be important to ensure that States already equipped with systems keep a certain flexibility in particular with regard to the implementation and maintenance of their local databases by their own service providers. It will be important to provide for clear channels of communications between the iSupport service provider and the national service providers involved.

18.   The service provider will prepare and keep updated a list of requests for changes available in real time to the Permanent Bureau.[21] The service provider will also keep a record of all modifications and enhancements that have been implemented.[22] The service provider will prepare estimates for costs of changes and prepare Service Level Reports including budget and financial items for the purposes of the Permanent Bureau and the Governing Body.

8.   Implementation costs

19.   After 31 August 2016, each State will be responsible for the cost of implementing iSupport and e-CODEX[23] in their own State. The States could use the service provider retained by the Hague Conference for this work. States that already have contracts with service providers to install systems in their jurisdictions could install iSupport using these services providers. Again, it will be important to provide for clear channels of communication between the iSupport service provider and the national service providers involved.

20.   During the pilot phase, installation costs, with the exception of hardware and network, would be covered as far as possible, depending on the funding remaining, by the iSupport project.

9.   Service provider fees – maintenance and support

21.   With a view to providing for fees that are as predictable and transparent as possible to allow States to budget as far as possible in advance, the Hague Conference would contract for a <u>fixed</u> annual amount of support (this is usually a set number of incidents per year such as updates, upgrades, helpdesk requests, etc.) at a fixed rate per incident. The iSupport budget would be prepared by the iSupport Co-ordinator and approved by the Governing Body. Unused budget from one year could be carried over to the next year for the implementation of upgrades.

22.   This amount plus the costs (*i.e.*, salary, travel expenses, etc.) for the iSupport Lawyer and IT Co-ordinator, will be divided by the number of units (UPU) of all States operating iSupport.

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[21] See Annex B under Request for Change (RfC).
[22] See Annex B under Knowledge Management.
[23] See *supra* note 14.

23.   If a State implements iSupport in the middle of the financial year, the fees will be allocated on a *pro rata* basis using the number of days that iSupport will be operational that year. These funds would be kept in a reserve fund for major upgrades of the system.

10.   Future Funding

24.   During the coming weeks / months the iSupport team will make some inquiries / research with regard to possible operation grants or other sources of funding.

ANNEX A

**Extracts of ownership related provisions from
the Grant Agreement
concluded between**

**the Hague Conference on Private International Law
and
the European Commission**

on 2 July 2014

Grant Agreement I.7 "*The Union shall have the rights of use specified in the General Conditions and in points above for the whole duration of the industrial or intellectual property rights concerned*".

General Conditions II.8.1 "*(…) Ownership of the results of the action, including industrial and intellectual property rights, and the reports and other documents relating to it, shall be vested in the beneficiaries.*

General Conditions II.8.3 "*(…) the beneficiaries grant the Union the right to use the results of the action for the following purposes :*
- *(a) Use for its own purposes, and in particular, making available to persons working for the Commission, other Union institutions, agencies and bodies and to Member States institutions, as well as, copying and reproducing in whole or in part and in unlimited number of copies*
- *(b) Distribution to the public, and in particular, publication in hard copies and in electronic or digital format, publication on the internet, including on Europa website, as a downloadable or non-downloadable file, broadcasting by any kind of technique of transmission, public display or presentation, communication through press information services, inclusion in widely accessible databases or indexes;*
- *(c) Translation*
- *(d) Giving access upon individual requests without the right to reproduce or exploit, as provided for by Regulation (…) 2001 (…);*
- *(e) Storage in paper, electronic or other format;*
- *(f) Archiving in line with the document management rules applicable to the Commission*
- *(g) Rights to authorise or sub-licence the modes of exploitation set out in points b. and c. to third parties*"

ANNEX B

iSupport

cross-border recovery
of maintenance obligations
*pour le recouvrement
transfrontière des
obligations alimentaires*

Project co-funded by the
CIVIL JUSTICE PROGRAMME
of the EUROPEAN UNION

**iSupport Tender, Maintenance and Governance Working Group (5)
Thursday 19 February 2015, 15h00 UTC (16h00 ECT)**

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**General description of the iSupport Maintenance services
Working paper**

This Working Paper provides a governance model for the services relating to the maintenance of the iSupport system (*e.g.*, helpdesk, incident management, changes).

All descriptions and terminology in the document are based on Information Technology Infrastructure Library (ITIL) v2011 (which is the last ITIL version). This document provides a general description of the main ITIL processes.

A diagram showing the process steps is included at the end of the document.

The tenderer is welcome to bring their own procedures which will provide detailed procedures including their own templates for Service documents such as Service Level reports.

Contents

Incident and problem management

Incident

1. The objective of Incident Management is to restore normal operations as quickly as possible with the least possible impact on either the business or the user[1], at a cost-effective price.

2. The definition of an incident is: An unplanned interruption to an IT Service or a reduction in the Quality of an IT Service. For example, an incident can refer to a malfunction, or another helpdesk request when the user cannot use the system properly which results in a reduction of the Quality. The incident can be reported by the user or by technical staff. In addition, some States may use an automatic monitoring tool which may report an incident, although the preference is for such reporting to come to the Helpdesk from the State technical staff.

Determine priority

3. Impact   Impact is the measure of the extent of the Incident and of the potential damage caused by the Incident before it can be resolved.
   - High   All iSupport users of all States are involved.
   - High   All iSupport users in one State are involved.
   - Medium   Some (not all) users of one or some (not all) iSupport systems are involved.
   - Low   One user of one iSupport system is involved.

4. Urgency   Urgency is a measure of how quickly a resolution of the Incident is required.
   - High   The user cannot use the system at all.
   - Medium   The user cannot use the main part[2] of the system, or can view all parts but cannot edit.
   - Low   The user cannot use another part of the system other than the main part.

5. Priority   Priority is a calculation based on impact and urgency. Priority 1 = highest priority.
   - 1   eCAB (Escalation Change Advisory Board team) meets by phone.
   - 2   eCAB is informed by e-mail, the eCAB decides whether a meeting is needed
   - 3   The SP (Service Provider) resolves the incident.
   - 4   The SP resolves the incident.
   - 5   The SP resolves the incident.

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[1] In this 'General Description of the iSupport Services', a user is the end-user of the iSupport system, this is usually the case-worker.
[2] What constitutes the "main part" of iSupport will be defined once iSupport is developed.

6. Table Priority

Priority		Impact		
		High	Medium	Low
Urgency	High	1	2	3
	Medium	2	3	4
	Low	3	4	5

Service level requirements for incidents
Average time to implement a solution

7. Table Average time to implement a solution

Timelines **in total**; during working hours / days[3].	Priority				
	1	2	3	4	5
Confirm registration of the incident to the reporter (priority 1 and 2 also to eCAB)	10 minutes	1 hour	4 hours	4 hours	4 hours
Initial documentation is added to the Incident record in the Incident list	2 hours	3 hours	8 hours	3 days	5 days
Meeting of the Emergency CAB	4 hours (by telephone)	8 hours (if applicable)	-	-	-
The incident is analysed, analysis is added to the Incident record	8 hours	2 days	3 days	5 days	3 weeks
Solution available [4](permanent solution or work around)	2 days	3 days	4 days	1,5 week	4 weeks
Documentation added to Knowledge database	2 days	3,5 day	4,5 day	2 weeks	4,5 weeks

Examples:
- A priority 4 incident has to be solved within 1.5 weeks, of which the first 5 days can be spent on the analysis.
- A priority 2 incident has to be analysed within 2 days: if the incident is reported on Monday 15:15h CET, the analysis has to be completed by Wednesday 15:14h CET.

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[3] To be defined at a later stage once the participating States are known (*e.g.*, the working hours / days of the jurisdictions operating iSupport).
[4] The moment of implementation depends on the incident: can it wait until the next release, does it have to be available for every State or one State only, etc.

8. Table Service Provider Requirements

Accomplished average % of the number of incidents in one year; others with a maximum margin of 25% of the Service Level	Priority				
	1	2	3	4	5
Confirm registration of the incident to reporter (priority 1 and 2 also to eCAB) by e-mail	90%	90%	75%	75%	75%
First documentation saved in Incident record in Incident list	90%	90%	75%	75%	75%
Analysis completed and saved as Incident record in Incident list	90%	90%	75%	75%	75%
Solution implemented (permanent solution or work around)	90%	90%	75%	75%	75%
Documentation added to Knowledge database	90%	90%	75%	75%	75%

Example:
The registration of 90% of the Priority 1 incidents has to be confirmed within the timelines as mentioned in table 'Service level requirements for incidents'. The remaining 10% may not exceed 25% of the Service level, therefore 10 minutes + 25% = 12.5 minutes maximum.

Workaround
9. The 'workaround' solution reduces or eliminates the impact of an incident or problem where a full resolution is not yet available. A workaround can be a technical solution or a procedural solution, which partly or completely provides a solution for the users. The workaround is not a final solution, e.g. because an extra computer is put into service, or the users perform the task manually.

Problem
10. A problem is the unknown cause of one or more incidents, often identified as a result of multiple similar incidents.

11. The objective of Problem Management is to minimize the impact of problems on the organisation. Problem management plays an important role in the detection and providing solutions to problems (workarounds and known errors) and prevents their reoccurrence.

12. A known error is an identified root cause of a problem. A know error can still be present even where there is a work around in place. Known errors are documented as such.

Change management and release management

Change
13. A change is an addition, modification or removal of anything that could have an effect on IT Services. The scope should include all IT Services, Configuration Items, processes, handbooks, help-screens etc.

14. The goal of change management is to ensure that standardized methods and procedures are used for efficient and prompt handling of all changes, in order to minimize the impact of change-related incidents upon service quality, and consequently to improve the day-to-day operation of the organisation.

Request for Change (RfC)
15. All changes are described in a Request for Change (RfC). A RfC is an official request for a change either made by the SP or the State. Each RfC is prioritized by the SP based on an assessment taking into account impact, risk analysis, advantages and costs of the change and the business justification. RfCs regarding normal changes are discussed in the CAB. When approved, the RfC is processed (e.g. a programmer changes the source in the development environment and the change is tested in the test environment) and scheduled for a certain release.

Change Advisory Board (CAB)
16. The CAB meets on regular basis. The CAB discusses the RfCs and assigns the priority of the RfCs. More general topics such as the impact of updates on hardware and database systems to the iSupport system can be discussed in these meetings. These topics can be introduced by any member of the Governing Body.

17. Members of the CAB are:
- One or more States members of the Governing Body[5], ensuring a geographical representation of users
- At least one representative of the Permanent Bureau (HCCH)
- At least one representative of the Service Provider

Types of changes

18. The SP determines the type of change:
- Service request

A service request is a change which is approved in advance, has a low risk and it appears on a regular basis. The change can be executed in a short time frame. It will be implemented outside the regular release calendar and does not have to be handled by the CAB. An example of a service request is a small update like a spelling change in the handbook or a local change (see Changes by States).

- Emergency change (e-Change)

An emergency change is handled by the Emergency CAB.

- Normal

All other changes.

Changes by States

19. It is expected that in some cases, States will be permitted, further to the approval of the SP, to make changes to the Source code. Local changes are described in detail in a RfC document, including the proposed Source code changes. The RfC document is sent to the SP.

20. The RfC is handled as a service request if:

(1) there is no impact on the global iSupport system,

(2) there is no impact to the functionality of iSupport in other States,

(3) there is no impact on the maintenance of the global iSupport system: If this is the case, there should be no requirement for the SP to manage the impact of this change when developing other changes, releasing new releases or handling incidents.

21. A State will always have to wait for approval by the SP before implementing the change. Testing and documentation of local changes are handled by the State.

22. Otherwise, the RfC is not a local change and is handled like a normal change: it has to be approved by the CAB. It is handled by the SP, not the State.

23. Local changes are shown as such in the Knowledge database and are available to all States. If a State want to use a local change from another State, the service request procedure is in place.

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[5] Depending on the size of the Governing Body.

States can ask to include a local change from another State into the global iSupport system by starting the normal change procedure.

Emergency CAB (eCAB)

24. The eCAB team handles emergency incidents.

Participants of the eCAB team are:

- One or more States members of the Governing Body[6], ensuring a geographical representation of users (which position can change *e.g.*, each month so that all States have an opportunity to be part of the eCAB)
- At least one representative of the Permanent Bureau (HCCH)
- At least one representative of the Service Provider

PIR (post implementation review)

25. Each change is closed after an evaluation of the change including the evaluation of the tests, acceptance, check on cost, time and effort, a check on the achievement of the objective of the change, and lessons learned.

Release

26. A release is a cluster of new and/or updated items, which are tested and approved, and will be implemented in the iSupport system. Regular releases contain changes and all solutions for incidents and problems which have arisen since the last regular release, and include security solutions. Other types of releases will include solutions to incidents or problem.

Release and Deployment management

27. ITIL Release and Deployment Management govern the plan, schedule and control of the movement of releases to test and the live environments. The primary goal of Release Management and Deployment Management is to ensure that the integrity of the live environment is protected and that the correct components are released.

Release calendar

28. Each release consists of a set of changes. Each release is scheduled on a release calendar. Regularly scheduled iSupport versions are expected to be released twice per year, although more may be required in the first year. In between the primary version releases, secondary versions can be released in order to resolve an incident or problem. Unless the version requires otherwise, States are must install regular releases within three months of the release date.

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[6] Depending on the size of the Governing Body.

Helpdesk

29. The Helpdesk is provided by the Service Provider. It is available for all iSupport users during the office hours of the iSupport users ('follow the sun'), and provides support for iSupport products only.

30. The iSupport Helpdesk is considered a level 2 service.
There are 3 levels:

- Level 1 = A call centre, with unskilled employees.
- Level 2 = A helpdesk with employees who can deal with most incidents and can take care of the Service Requests.
- Level 3 = Service Desk which can handle all incidents. For specialised incidents regarding the implementation of the Regulation, Convention and iSupport incidents on specialist level, the Helpdesk contacts the Owner. The Helpdesk in this situation remains the 'SPOC' (single point of contact) for the user: the user calls the Helpdesk, then the Helpdesk contacts the Owner, finally the Helpdesk responds back to the user.

User contacts helpdesk for all incidents and changes	Level 1 Incidents: Helpdesk registers incidents and changes
	Level 2 Incidents and Service requests: Helpdesk solves most incidents and all service requests
	Level 3 Incidents: Helpdesk contacts Owner

Service Level Management

31. Service Level Management (SLM) is the process that forms the Service link between the Service Provider and the iSupport users, the Governing Body and the Owner. The main aim of SLM is to ensure the quality of the IT services provided, at a cost acceptable to the iSupport users. The goal for SLM is to maintain and improve on service quality through a constant cycle of agreeing, monitoring, reporting and improving the current levels of service. It is focused on the operation of iSupport and maintaining the alignment between the iSupport users and the Service Provider.

32. The Service Provider provides Service reports to the owner (HCCH) and the Governing Body on a regular basis. The Service Provider will use the default report templates which contain quantity and quality information.

33. In a meeting at least once per year, the Service Level Manager presents the results, and negotiates the Service Levels for the upcoming period if applicable, with the Governing Body and the Owner.

Service Asset and Configuration management

34. Service Asset and Configuration management (SACM) ensures that the assets required to deliver services are properly controlled, and that accurate and reliable information about those assets is available. A CMS, the Configuration management system, manages all CIs (Configuration Items) in the CMDB(s) (Configuration Management DataBase) of the iSupport system. All incidents, problems, changes, releases and service levels are based on one or more CIs. CIs are not stored in the CMDB, only the reference to the CIs. The SKMS (Service Knowledge Management System) is a set of tools and databases that are used to manage knowledge, information and data.

Knowledge management

35. The primary role of Knowledge Management is to improve the quality of decision making by ensuring that accurate, reliable and trustworthy information is available throughout the Service Lifecycle.

36. The usage is knowledge that is provided by the Service Knowledge Management System (SKMS). The SKMS contains links to all types of knowledge: all incidents and problems (pending and closed), known errors, service requests, changes and release information, SLAs, documentation like test-plans, management reports etc.
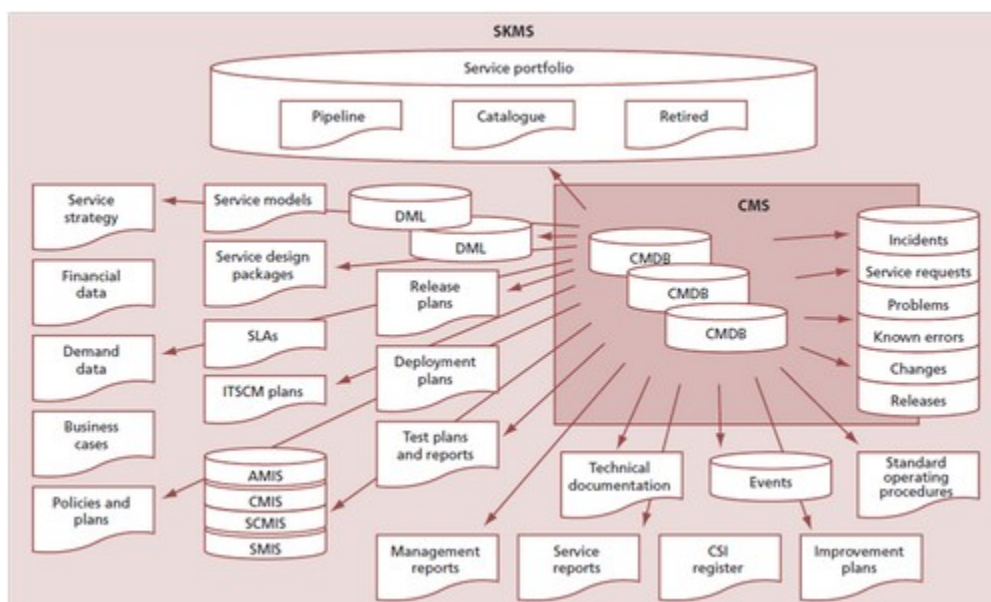
37. Examples of the usage of the SKMS:
- Users can view the status of a reported incident and look for pending incidents and known errors (and solutions) before they report an incident. They can view procedures and handbooks.
- Governing Body members and the Owner can view reports like financial reports and service level management reports.
- The CAB can view reported RfCs and the Release Calendar.

Continual service improvement (CSI)

38. The Continual Service Improvement (CSI) process uses methods from quality management in order to learn from past successes and failures. The CSI process goal is to continually improve the effectiveness and efficiency of IT processes and services, in line with the concept of continual improvement adopted in ISO 20000.
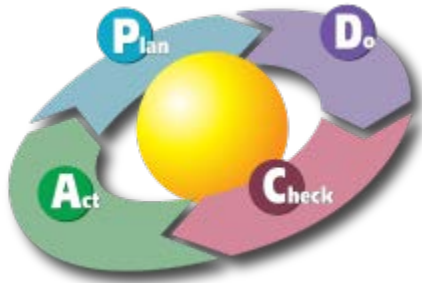
39. The Deming Cycle (PDCA cyclus, created by Edward Deming) is used in the CSI process.
The Owner identifies a CSI manager within the HCCH organisation. The CSI manager works, together with the SP and the Governing Body, on the service improvement process.

Process steps diagram

40. Diagram: Incident management – start an incident

Incident management – start an Incident

User
- Detects incident → Call or e-mail to Service Provider

Service Provider
- Determine priority
- Confirm registration
- Priority 1 or 2
  - No → Start procedure Handle incident
  - Yes → Start eCAB procedure
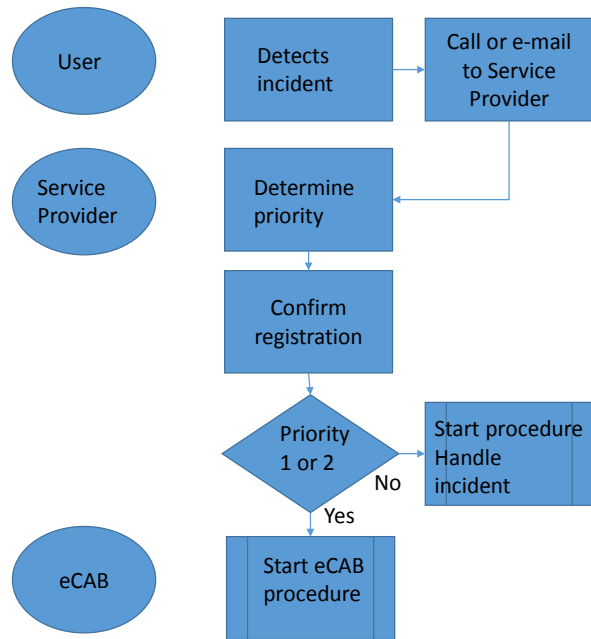
eCAB
- Start eCAB procedure

41. Diagram: Handle incident

Handle incident
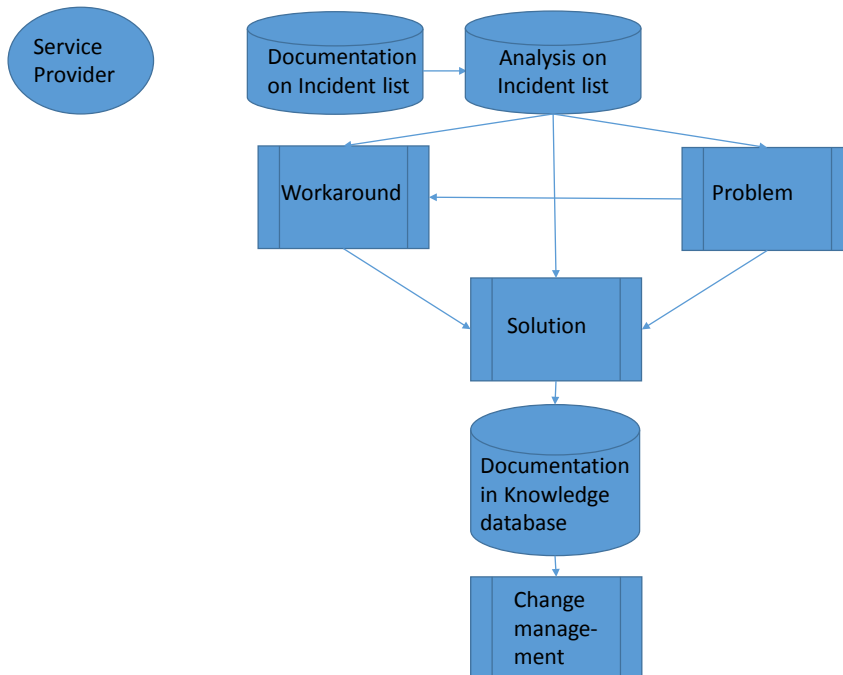
Service Provider
- Documentation on Incident list
- Analysis on Incident list
- Workaround
- Problem
- Solution
- Documentation in Knowledge database
- Change management

42. Diagram: eCAB procedure

eCAB procedure

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Service
Provider          Inform eCAB
                        │
                        ▼
                  Collect
                  information =
                  input for eCAB
                        │
                        ▼
eCAB              Meeting by
                  telephone (prio 1), by
                  e-mail or non (prio 2)
                        │
                        ▼
                  Start procedure
                  handle incident
```
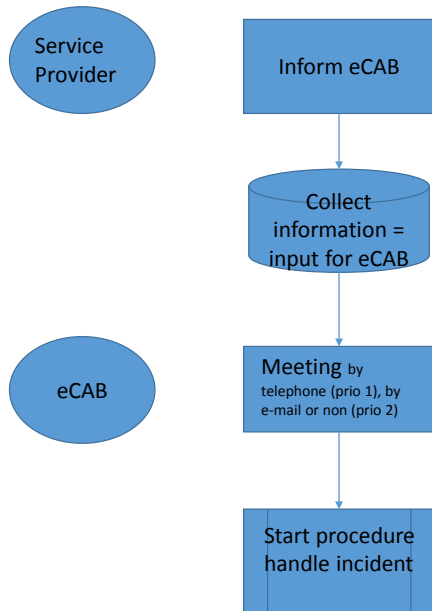
43. Diagram: Change management

Change management

```
User                    Request          Normal      Service     e-Change
                        for        or    change   or Request  or (by eCAB)
State                   Change
                                          CAB       Service     Service
Service                                             Provider    Provider
Provider
                        Problem           Service
Owner                                     Provider
                   Incident
Governing                                          Change   Release   PIR (review)
Body

eCAB
```

44. Diagram: Local change

Local Change

```
  State  →  Proposal for Change on local iSupport system in RfC document
                    │
                    ↓
              Affects other States ──Yes──────────────────┐
                    │ No                                    │
                    ↓                                        │
              At the interest of other States ──Yes──       │
                    │ No                                     │
                    ↓                                        │
              Affects maintenance ──Yes──                    │
                    │ No                                     │
                    ↓                                        ↓
       Service Request (local change               Normal change
       is executed by the State)
```