



DEPARTMENT OF THE ARMY
OFFICE OF THE SECRETARY OF THE ARMY
107 ARMY PENTAGON
WASHINGTON DC 20310-0107

Office, Chief Information Officer/G-6

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Information Technology Service Management (ITSM) Policy

1. References:

- a. Memorandum, Department of Defense Chief Information Officer, 15 May 2013, subject: Information Technology Service Management in the Department of Defense.
- b. DoD Enterprise Service Management Framework (DESMF), https://community.apan.org/esmf_consortium_working_groups/m/desmf_ed_ii/129117/download.aspx.
- c. Command, Control, Communications, Computers, and Information Management (C4IM) Services List, <https://www.itmetrics.hua.army.mil>.

2. The objective of this policy is to establish an Army Enterprise Service Management Framework (AESMF) that continually increases effectiveness, improves security and gains efficiencies in Army IT services by standardizing the service delivery process. The AESMF has adopted and adapted the DoD Enterprise Service Management Framework to achieve this objective. The AESMF will apply to all IT services listed in the C4IM Services List.

3. Within 30 days of the date of this memorandum, the Assistant Secretary of the Army (Acquisition, Logistics and Technology) and Second Army will identify an O-6/GS-15 to coordinate implementation of their AESMF roles and responsibilities, as defined in enclosure 2, to the point of contact in paragraph four below.

4. The point of contact for AESMF implementation is Mr. Mike Jones: (703) 545-4640, DSN 865-4640 or Michael.j.jones109.civ@mail.mil.

Encls

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Lieutenant General, GS
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SUBJECT: Army Information Technology Service Management (ITSM) Policy

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Enclosure 1
Army Enterprise Service Management Framework (AESMF)

1. Description.

a. The bottom line up front is to provide value to Army users by delivering quality IT services effectively, securely and efficiently. Army Enterprise Service Management (AESM) (figure 1) will enable Army users to meet strategic and operational mission requirements through the implementation, management and continual improvement of standard IT Service Management (ITSM) processes across the Army enterprise.

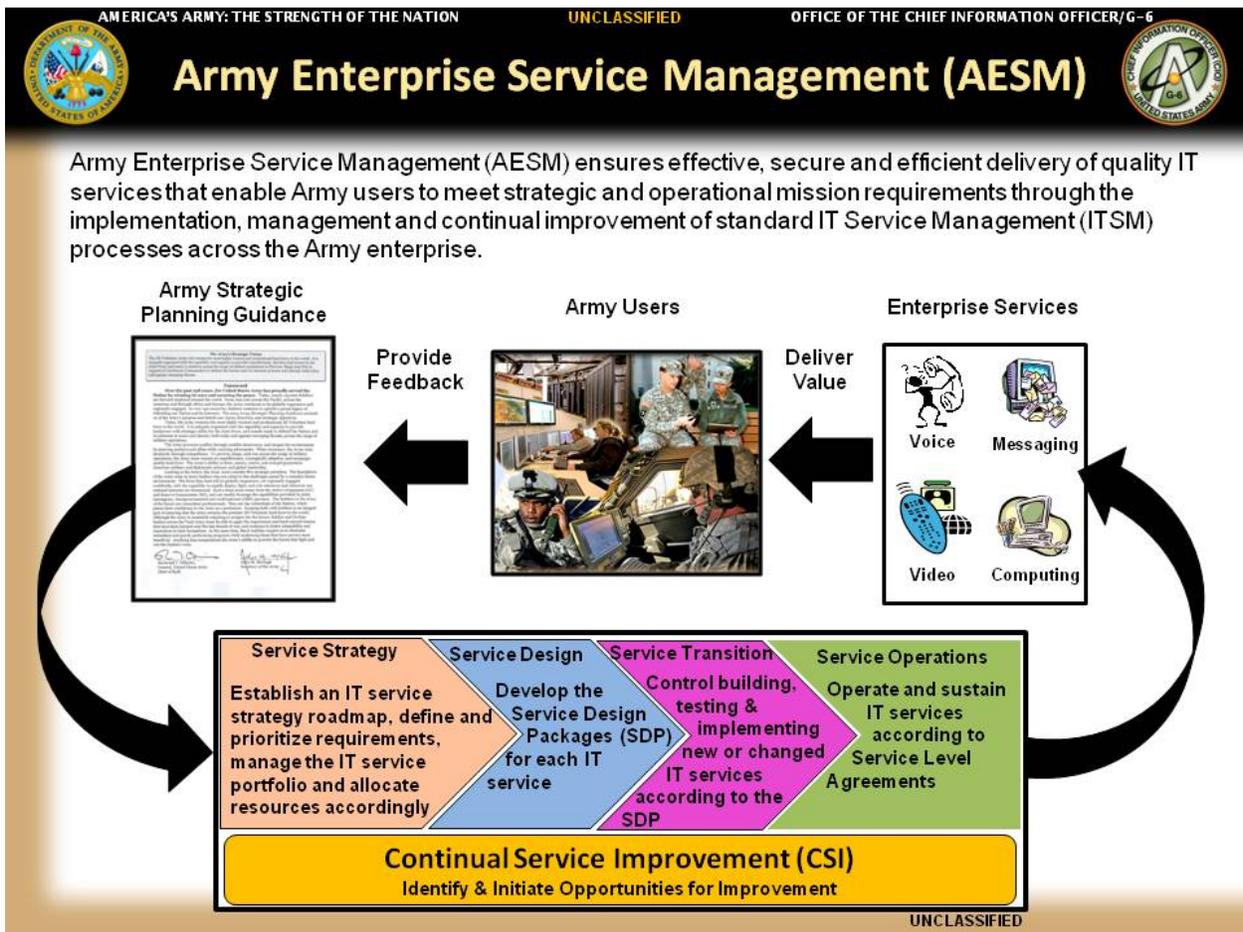
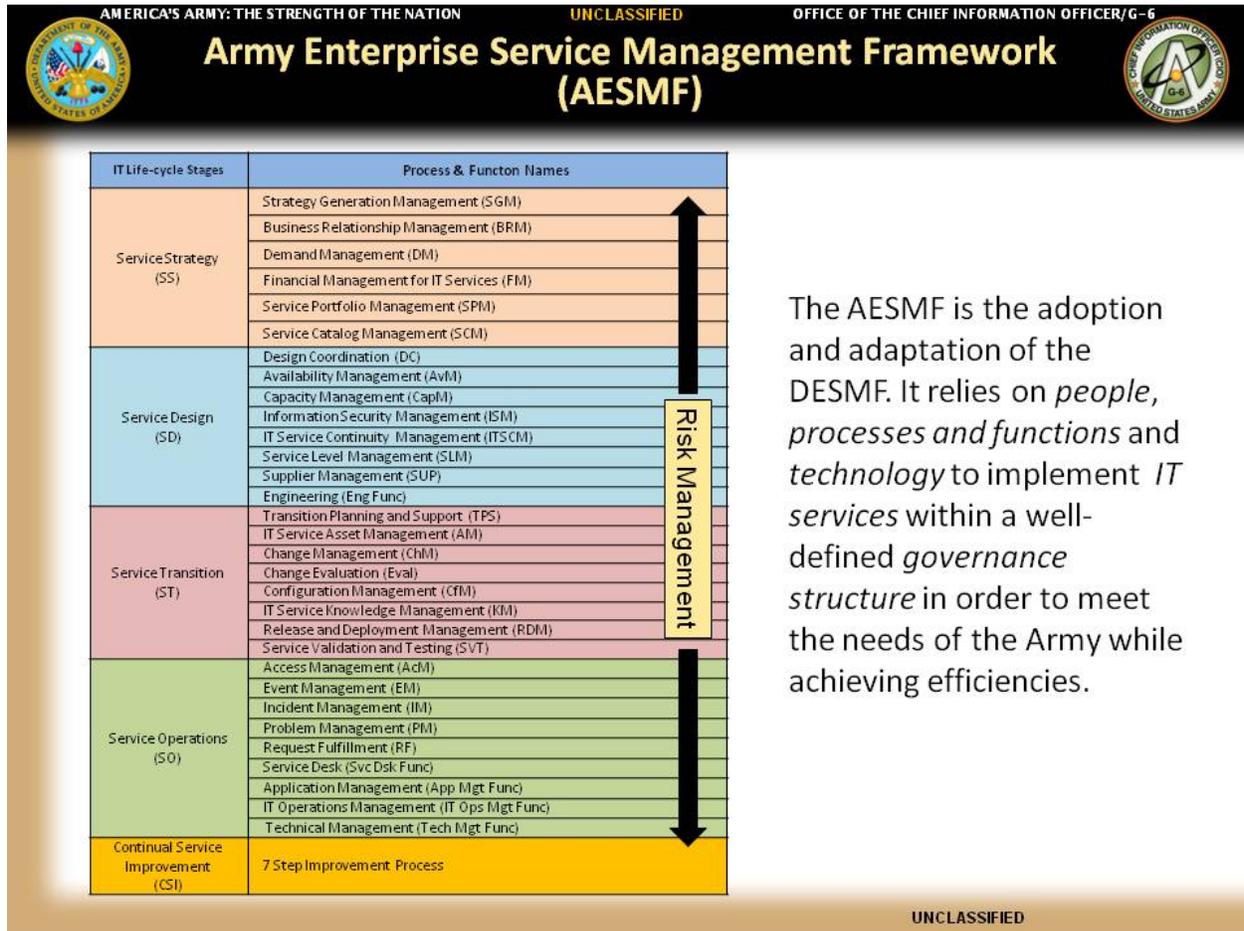


Figure 1. Army Enterprise Service Management (AESM)

b. AESM relies on the Army Enterprise Service Management Framework (AESMF) (figure 2), which has adopted and adapted the Defense Enterprise Service Management Framework (DESMF) based on best business practices. The AESMF relies on people, processes, functions and technology to deliver effectively IT services within a well-defined governance structure. The AESMF has five IT service life-cycle stages designed to monitor and improve continually the delivery of IT services. The AESM concept of operations (CONOPS) will provide a more detailed description of the

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Army Enterprise Service Management Framework (AESMF)

associated processes, functions and governance structure. Below is an overview of each of the five life-cycle stages and their associated objectives.



The AESMF is the adoption and adaptation of the DESMF. It relies on *people, processes and functions* and *technology* to implement *IT services* within a well-defined *governance structure* in order to meet the needs of the Army while achieving efficiencies.

Figure 2. Army Enterprise Service Management Framework (AESMF)

c. **Service Strategy.** The purpose of the Service Strategy life-cycle stage and associated processes is to align Army IT service providers' organizational objectives with the Army's mission needs. Service Strategy is the center of IT service management; it sets the direction for how IT services will be delivered and ensures that the IT service provider organization is in a position to understand and handle the operational, financial and performance aspects of the service. Service Strategy processes provide guidance and direction for the development, implementation, management and improvement of services offered in the service portfolio. A prime goal of the Service Strategy is to understand why a service is being provided before deciding how to provide the service. The objectives for the service strategy include:

- 1) Setting objectives and policies for IT service management.

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- 2) Documenting the strategy for IT service management.
- 3) Establishing clear definitions of IT services for their customers.
- 4) Identifying criteria, e.g., service performance and outcomes, for measuring the value of IT services.
- 5) Maintaining the service portfolio that describes all active, planned and retired IT services.
- 6) Ensuring an appropriate level of funding to design, develop and deliver IT services, and that fiscal responsibility is maintained for all resources.

d. Service Design. The purpose of the Service Design life-cycle stage and associated processes, and the engineering function, is to convert the service strategy into Service Design Packages (SDP) that document how to deliver each end-to-end IT service in a manner that meets agreed business and customer mission requirements. The objective is to ensure efficiently that each service provides true value: value is created when the service is delivered according to the business need. This stage includes initiating the changes and improvements needed to add or maintain value to customers and Army users over the life cycle of the service. The SDP consists of many parts, including descriptions for tracking service continuity, service level achievements and conformance with standards and regulations. The objectives for Service Design include:

- 1) Designing effective IT services so that only nominal improvements are required during their life cycle.
- 2) Ensuring that the solutions and designs provided can be executed efficiently.
- 3) Recognizing shifting trends in the Army mission environment and being prepared to adjust as needed.

e. Service Transition. The purpose of the Service Transition life-cycle stage and associated processes is to manage the activities needed to acquire, test and deploy approved new services, changes to existing services or processes, and supporting capabilities. This stage sets the conditions for transition into the operational environment in compliance with the Service Design Package. The objectives for Service Transition include:

- 1) Planning and managing changes to production services effectively and efficiently.

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2) Evaluating and managing risks related to new or changed services or the retirement of services.

3) Acquiring, testing and successfully deploying into the production environment the release of new services and changes to existing services.

4) Maintaining a current, complete and correct record about each configuration item (CI) in the production environment and the dependencies/relationships among CIs.

f. Service Operation. The purpose of the Service Operation life-cycle stage and associated processes and functions is to coordinate and execute activities needed to deliver, manage and sustain services and their supporting technologies to their approved service agreements or other appropriate documentation. This stage is responsible for maintaining the stability of operations while minimizing service outages and maximizing user and customer satisfaction. The objectives for Service Operation include:

1) Ensuring that services are provided in accordance with their approved service agreements or other appropriate documentation, and achieve optimal performance.

2) Responding quickly to service disruptions or outages.

3) Ensuring that access to IT services is provided in accordance with service level agreements.

4) Identifying and removing or reducing the impact of the root cause of service disruptions or outages.

g. Continual Service Improvement (CSI). The purpose of the CSI life-cycle stage is to identify opportunities to align better IT services with changing Army mission requirements and the environment in which services are provided. The objectives of CSI include:

1) Reviewing, analyzing, prioritizing and recommending improvement opportunities for each stage of the service life cycle.

2) Identifying opportunities for improving the quality of IT services and enabling processes.

Enclosure 2
AESMF Roles and Responsibilities

1. Accountable Organizations. The below organizations are accountable for the designated role(s), as defined in Enclosure 3, Definitions, and other tasks as specified.

a. Chief Information Officer/G-6.

1) Serve as the executive sponsor of the AESMF identified in this memorandum.

2) Develop and publish an AESM Reference Architecture.

3) Serve as the life-cycle stage owner for all five stages depicted below.

a) Service Strategy

b) Service Design

c) Service Transition

d) Service Operations

e) Continual Service Improvement

4) Coordinate with key stakeholders for the development and execution of future revisions to the AESMF.

5) Identify owners for the below processes:

a) Service Strategy Life-Cycle Stage:

i. Strategy Generation Management

ii. Business Relationship Management

iii. Demand Management

iv. Financial Management for IT Services

v. Service Portfolio Management

vi. Service Catalog Management

b) Service Design Life-Cycle Stage:

i. Design Coordination

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- ii. Availability Management
- iii. Capacity Management
- iv. Information Security Management

c) Service Transition Life-Cycle Stage:

- i. IT Service Asset Management
- ii. Change Management

b. Assistant Secretary of the Army (Acquisition, Logistics and Technology) ASA(ALT), under authority as the Army's system engineer, as defined in AR 25-1.

1) Support executive sponsor in development and execution of future revisions to the AESMF.

2) Identify owners for the below processes and function:

a) Service Design Life-Cycle Stage:

- i. Supplier Management
- ii. Engineering (Function)

b) Service Transition Life-cycle Stage:

- i. Transition Planning and Support
- ii. Change Evaluation
- iii. Release and Deployment Management

c. Second Army

1) Support executive sponsor in development and execution of future revisions of the AESMF.

2) Serve as the Executive Manager (EM) and lead for the Army Enterprise Service Management (AESM) Team, which will report to the Army Enterprise Network Council (AENC) on all matters related to ITSM. See enclosure 3 for roles.

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AESMF Roles and Responsibilities

3) Publish an AESM concept of operations (CONOPS) within 30 days of the signing of this memorandum.

4) Publish initial implementation guidance for the AESMF within 90 days of the signature of this memorandum.

5) Identify owners for the below processes and functions:

a) Service Design Life-Cycle Stage:

- i. IT Service Continuity Management
- ii. Service Level Management

b) Service Transition Life-Cycle Stage:

- i. Configuration Management
- ii. IT Service Knowledge Management
- iii. Service Validation and Testing

c) Service Operations Life-Cycle Stage:

- i. Access Management
- ii. Event Management
- iii. Incident Management
- iv. Problem Management
- v. Request Fulfillment
- vi. Service Desk (Function)
- vii. Application Management (Function)
- viii. IT Operations Management (Function)
- ix. Technical Management (Function)

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d) Continual Service Improvement (CSI): Implement a CSI process to ensure that services align with mission objectives and evolving consumer needs while improving quality and performance of services and processes. The CSI team shall assist each process and service owner in measuring and planning improvements to their processes and services across each IT life-cycle stage (Service Strategy, Service Design, Service Transition and Service Operations).

IT Life-Cycle Stages	Process & Function Names	Accountable	Responsible	Consulted	Informed
Service Strategy (SS)	Strategy Generation Management (SGM)	CIO/G-6	CIO/G-6 ASA(ALT) Second Army Functionals	IT Service Owners	Total Force
	Business Relationship Management (BRM)	CIO/G-6	CIO/G-6 ASA(ALT) Second Army Functionals	IT Service Owners	Total Force
	Demand Management (DM)	CIO/G-6	CIO/G-6 ASA(ALT) Second Army Functionals	IT Service Owners	Total Force
	Financial Management for IT Services (FM)	CIO/G-6	CIO/G-6 ASA(ALT) Second Army Functionals	IT Service Owners	Total Force
	Service Portfolio Management (SPM)	CIO/G-6	CIO/G-6 ASA(ALT) Second Army Functionals	IT Service Owners	Total Force
	Service Catalog Management (SCM)	CIO/G-6	CIO/G-6 ASA(ALT) Second Army Functionals	IT Service Owners	Total Force

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IT Life-Cycle Stages	Process & Function Names	Accountable	Responsible	Consulted	Informed
Service Design (SD)	Design Coordination (DC)	CIO/G-6	CIO/G-6 ASA(ALT) Second Army Functionals	Second Army	Total Force
	Availability Management (AvM)	CIO/G-6	ASA(ALT) Second Army Functionals	ASA(ALT) Second Army	Total Force
	Capacity Management (CapM)	CIO/G-6	ASA(ALT) Second Army Functionals	ASA(ALT) Second Army	Total Force
	Information Security Management (ISM)	CIO/G-6	ASA(ALT) Second Army	ASA(ALT) Second Army Functionals	Total Force
	IT Service Continuity Management (ITSCM)	Second Army	ASA(ALT) Second Army Functionals	CIO/G-6 ASA (ALT) Second Army	Total Force
	Service Level Management (SLM)	Second Army	ASA(ALT) Second Army Functionals	CIO/G-6 ASA (ALT) Second Army	Total Force
	Supplier Management (SUP)	ASA(ALT)	ASA(ALT)	CIO/G-6 Second Army	Total Force
	Engineering (Eng Func)	ASA(ALT)	ASA(ALT) Second Army Functionals	CIO/G-6 Second Army	Total Force

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IT Life-Cycle Stages	Process & Function Names	Accountable	Responsible	Consulted	Informed
Service Transition (ST)	Transition Planning and Support (TPS)	ASA(ALT)	ASA(ALT) Second Army	CIO/G-6 Second Army Functionals	Total Force
	IT Service Asset Management (AM)	CIO/G-6	ASA(ALT) Second Army Functionals	Second Army Functionals	Total Force
	Change Management (ChM)	CIO/G-6	ASA(ALT) Second Army	Second Army Functionals	Total Force
	Change Evaluation (Eval)	ASA(ALT)	Project/Program Management	CIO/G-6 Second Army Functionals	Total Force
	Configuration Management (CfM)	Second Army	Second Army Functionals	CIO/G-6 ASA(ALT) Second Army Functionals	Total Force
	IT Service Knowledge Management (KM)	Second Army	Second Army	CIO/G-6 ASA(ALT) Second Army Functionals	Total Force
	Release and Deployment Management (RDM)	ASA(ALT)	Project/Program Management Second Army	CIO/G-6 Second Army Functionals	Total Force
	Service Validation and Testing (SVT)	Second Army	Second Army Functionals	CIO/G-6 Second Army Functionals	Total Force

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AESMF Roles and Responsibilities

IT Life-Cycle Stages	Process & Function Names	Accountable	Responsible	Consulted	Informed
Service Operations (SO)	Access Management (AcM)	Second Army	Second Army Functionals	CIO/G-6 Second Army	Total Force
	Event Management (EM)	Second Army	Second Army Functionals	CIO/G-6 ASA(ALT) Second Army	Total Force
	Incident Management (IM)	Second Army	Second Army Functionals	CIO/G-6 Second Army	Total Force
	Problem Management (PM)	Second Army	Second Army Functionals	Second Army	Total Force
	Request Fulfillment (RF)	Second Army	Second Army Functionals	CIO/G-6 Second Army	Total Force
	Service Desk (Svc Dsk Func)	CIO/G-6	Second Army Functionals	ASA(ALT) Second Army	Total Force
	Application Management (App Mgt Func)	Second Army	Second Army Functionals	ASA(ALT) Second Army	Total Force
	IT Operations Management (IT Ops Mgt Func)	Second Army	Second Army Functionals	ASA(ALT) Second Army	Total Force
	Technical Management (Tech Mgt Func)	Second Army	Second Army Functionals	ASA (ALT) Second Army	Total Force
Continual Service Improvement (CSI)	7 Step Improvement Process	CIO/G-6	CIO/G-6 ASA(ALT) Second Army	Army Enterprise Service Management Team (AESMT)	Total Force

Figure 2, AESMF RACI Chart

Note 1: This RACI is intended to be used by the accountable organizations as an initial baseline for coordination.

Note 2: Functionals include those organizations that operate a network or service for their community of interest or organization, e.g., the Army National Guard, U.S. Army Reserve Command, U.S. Army Human Resources Command, U.S. Army Medical Command and U.S. Army Corps of Engineers.

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AESMF Roles and Responsibilities

2. Organizations formally designated as an IT service provider shall support their service owner(s) in accordance with the terms of the approved service agreements or other appropriate documentation.

3. Organizations formally designated as a service owner are accountable for responsibilities described in enclosure 3.

4. Organizations that receive Army enterprise IT services at no cost are considered “users”. Those organizations that “order” above-baseline services and provide funds for the Army to implement them are considered “customers” of said services. Both users and customers are required to follow the service owner’s procedures for consuming the service, reporting issues or requesting changes. Organizations may also leverage their representation on the Army Enterprise Network Council to voice formally issues and requests for changes to an Army enterprise service. Additionally, organizations are encouraged to engage the AESM Team directly for informal collaboration.

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Enclosure 3
Acronyms and Definitions

AENC	Army Enterprise Network Council
AESM	Army Enterprise Service Management
AESMF	Army Enterprise Service Management Framework
AESMT	Army Enterprise Service Management Team
ITSM	Information Technology Service Management
C4IM	Command, Control, Communications, Computers, and Information Management
CI	Configuration Item
CSI	Continual Service Improvement
CONOPS	Concept of Operations
DESMF	DoD Enterprise Service Management Framework
EM	Executive Manager
SAC	Service Acceptance Criteria
SDP	Service Design Packages

Enclosure 3 Acronyms and Definitions

1. Definitions. Figure 3 depicts the relationships of the roles identified in the Army Enterprise Service Management Framework (AESMF) and the membership of the AESM Team. The following definitions are not job descriptions but are provided to describe better the roles contained in the AESMF.

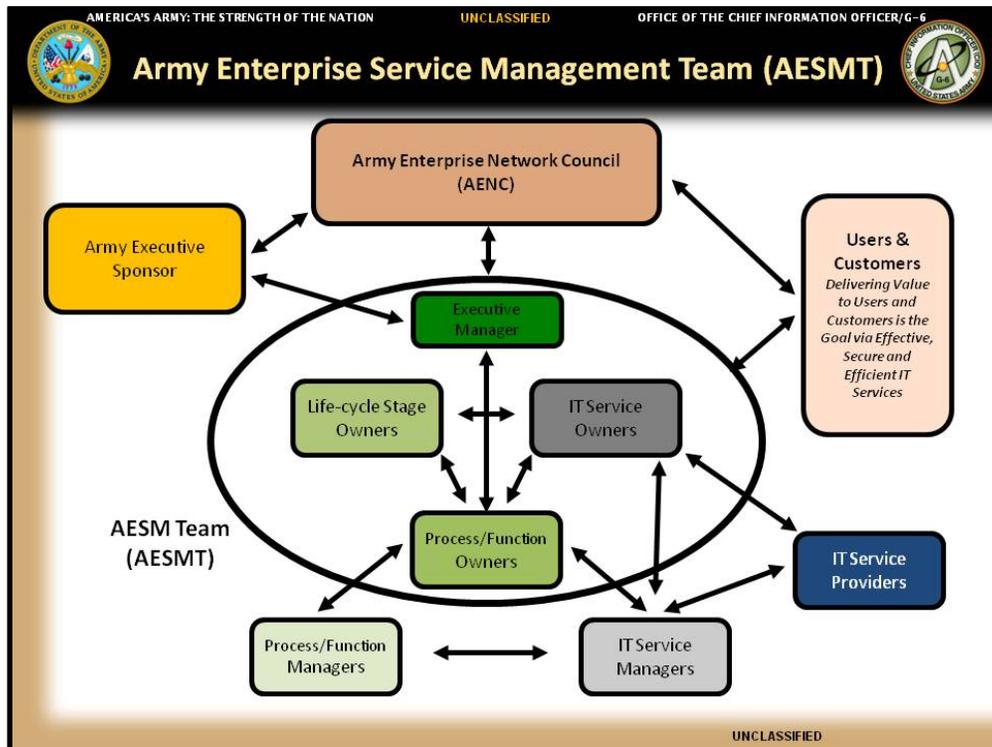


Figure 3. Army Enterprise Service Management Team (AESMT)

a. Army Enterprise Service Management Team (AESMT). The organization that is responsible for the coordination and synchronization of AESM implementation and sustainment. The AESMT will include representatives from: the executive manager, life-cycle stage owners, IT service owners and process/function owners. Issues that cannot be resolved by the team will go to either the Army executive sponsor or the Army Enterprise Network Council for decision.

b. Customers. A person or organization that pays for goods or services. The customer of an IT service provider agrees to the service level targets and provides agreed funding needed to supply above-baseline services. The term is also sometimes used informally to mean user, for example, "This is a customer-focused organization."

c. Executive Manager (EM). For the Army Enterprise Service Management Team, the EM will provide leadership and logistical support based on guidance from the executive sponsor. The EM will report to the executive sponsor and Army Enterprise Network Council as required.

Enclosure 3 Acronyms and Definitions

d. Executive Sponsor. The executive sponsor is accountable for Army Enterprise Service Management Framework implementation, and responsible for securing spending authority and resources. The executive sponsor is a vocal and visible champion, who legitimizes goals and objectives, keeps apprised of major activities and is the ultimate decision maker.

e. Function Owner. The function owner is accountable for ensuring that the team, with its supporting tools or other resources, carries out its specified process(es) and activities according to its agreed and documented mission for the function. There is one function owner per function identified in the Army Enterprise Service Management Framework.

f. IT Service Provider. An organization supplying IT services to one or more internal or external users and customers.

g. Life-Cycle Stage Owner. The primary responsibility of the life-cycle stage owner is to ensure that the processes within its life-cycle stage provide support to the service owners, who are accountable for the services they own. The life-cycle stage owner is accountable for all of the processes in the life-cycle stage, the interfaces with other life-cycle stages, process interdependencies and process maturity levels.

h. Process Manager. The process manager is answerable to the process owner and performs the day-to-day operational and managerial tasks demanded by the process activities within his area of responsibility. Process managers do not necessarily fall within the process owner's chain of command and there may be more than one process manager per Army Enterprise Service Management Framework process.

i. Process Owner. The process owner is accountable for ensuring that its Army Enterprise Service Management Framework process is designed, implemented, controlled and maintained to meet its objectives; and that the process is performed according to the agreed and documented standard. There is only one process owner for each process. A process owner may have many process managers.

j. Service Manager. A generic term for any manager supporting a service owner.

k. Service Owner. The service owner is accountable for one or more IT services throughout the entire service life cycle, regardless of where the technology components, processes or professional capabilities reside. There is only one service owner for each Army enterprise service.

l. User. A person or organization who uses the IT service on a day-to-day basis. Users are distinct from customers, as some customers do not use the IT service directly.