ITILSC-OSA Q&As

ITIL Service Capability Operational Support and Analysis

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QUESTION 1

Scenario

Brewster\\'s is a toy factory that has been in business for 30 years.The company started with a small family run shop and has grownconsistently over the years. They are now supplying toy storesnationwide and are considered to be the primary supplier of children\\'scollectable novelty erasers.

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

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

The main areas of concern are as follows:

Responses from customer satisfaction survey:

Overall a consistent satisfaction level. However, responses completed during the past 12 months show an increase in customers who were unsatisfied with call waiting times when contacting the service desk for help with online orders and requests for information.

Customers added the following additional comments:

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

Results from Staff Skills Analysis:

Staff, in general, have a good knowledge of IT systems and a basic understanding of the business processes and objectives. However, staff are not well informed of upcoming releases of new or changed services and not given adequate information to relay to the customers.

Staff added the following additional comments:

"Communication between Service Operation departments has become inefficient - there are meetings for

the sake of meetings, but the important information we need to know to do our day to day jobs is lacking"

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

Results from General IT Infrastructure assessment:

Lack of event monitoring and planning

Lack of input from Operational Support departments into Service Design Lack of skill and information

sharing across the Operational Support teams with regards to Incident, Problem, Workarounds and Known

Error data. Little to no proactive activities being carried out.

Refer to Scenario

Which of the following options would be the most effective option toaddress the issues identified from the

General IT Infrastructureassessment?

A. You decide to recommend implementation of the EventManagement process to formalize the event monitoring,planning and overall management. Ensure that there isresource sharing between the Service Design teams andthe Operational Support teams as their input is necessaryto ensure services are designed that will work efficiently inthe live environment. In addition, implement the Problem Management process at the same time, to ensure there are both reactive andproactive activities taking place with regards to Problems,a knowledge bank of information including known errors,workarounds, problems and incident records is producedand maintained.

B. You are not concerned with the lack of skill sharingbetween the Operational Support departments andService Design as they are two separate entities of theService Lifecycle with their own objectives. You areconcerned, however, with the lack of skill sharing betweenthe Operational Support teams and decide to formalize the1st, 2nd and 3rd lines of support and recommend theadoption of a database that will incorporate all Incidentrecords, Problem records, Known Error records,Workarounds and Event information, so that all staff canhave access to and use this information.

C. You are not concerned with the lack of skill sharingbetween the Operational Support departments andService Design as they are two separate entities of theService Lifecycle with their own objectives. You areconcerned, however, with the lack of Event monitoring andplanning and foresee this as being a potential major issue.You decide to recommend implementation of the EventManagement process to formalize the event monitoring,planning and overall management. Ensure that there isresource sharing between the Service Design teams andthe Operational Support teams as their input is necessaryto ensure services are designed that will work efficiently inthe live environment.

D. Implement the Problem Management process, to ensurethere are both reactive and proactive activities taking placewith regards to Problems, a knowledge bank of informationincluding known errors, workarounds, problems andincident records is produced and maintained. Once this process is established, working efficiently andstaff have become more accustomed to this new way ofworking, use this success to recommend theimplementation of the Event Management process.

Correct Answer: A

QUESTION 2

Scenario

Vericom is a leading provider of government, business and consumertelecommunication services, and is

currently seeking ways in which toimprove its utilization of IT services to drive growth across its\\'

multiplelines of business. One of the largest organizations in the UnitedKingdom, Vericom is comprised of

the following business units:

Verinet (providing ADSL, cable, 3GSM, dialup and satellite services) Infrastructure Services (planning,

installing and maintaining the PSTN and mobile network infrastructure)

VericomTV (Pay TV)

Consumer Sales and Marketing (including 400 Vericom retailoutlets) Business and Government

Finance and Administration

Information Technology Services (Shared Service Unit, however some business units also have their own

internal service provider) Human Resources

Vericom Wholesale (for wholesale of Vericom infrastructureservices)

Due to the extensive scope of infrastructure deployed and largeemployee and customer base, Vericom

continues to rely on legacysystems for some critical IT services; however this is seen as abarrier to future

organizational growth and scalability of servicesoffered. The CIO of Vericom has also raised the concern

that whileimprovements to the technology utilized is important, this also needsto be supported by quality IT Service Management practicesemployed by the various IT departments. The project of improving the IT Service Management practicesemployed by Vericom has been outsourced to external consultantswho are aware of the major IT refresh that is going to be occurringover the next 24 months.

Refer to the scenario.

Discussions have recently been held regarding the performance ofthe Incident and Problem Management. There has been someconfusion among IT managers as to what metrics demonstrate thequality and performance of these two processes.

From the options below, which represents the best range ofmeasures for evaluating the success of Incident and ProblemManagement?

Incident Management	*Problem Management*
• Percentage of incidents resolved at first contact • The number of incidents recorded due to event correlation • Number and percentage of incidents grouped by category • Number of incidents incorrectly categorized • Improved availability of services • Customer satisfaction • Number of incidents requiring a reset of access rights • Average time second line groups to respond • Percentage of calls that bypass first line (Service Desk)	• The number of problems grouped by status • Improved delivery of capacity and performance, with fewer capacity related incidents • The number of RFCs created by Problem Management • The percentage of incidents resolved at first contact • The average time to resolve incidents • The average time to close problems • Improved availability levels • Improved detection of system events

A.

Incident Management	*Problem Management*
• Percentage of incidents resolved at first contact • The number of incidents recorded due to event correlation • Number and percentage of incidents grouped by category • Number of incidents incorrectly categorized • Customer satisfaction • Number of incidents requiring a reset of access rights • Average time second line groups to respond • Percentage of calls that bypass first line (Service Desk) • Resources used for managing incidents (grouped by priority)	• The number of problems grouped by status • Improved availability levels • The number of RFCs created by Problem Management • The percentage of incidents resolved at first contact • The average time to perform root cause analysis of problems • The average time to resolve incidents • The average time to close problems • Reduced SLA breaches

B.

Incident Management	*Problem Management*
• The number of problems grouped by status • The number of RFCs created by Problem Management • The number of workarounds developed for Known Errors and incidents • The percentage of incidents resolved at first contact • The average time to resolve incidents • The average time to close problems • Customer satisfaction levels • Average costs for solving problems • Number and percentage of problems that were resolved within SLA limits • The number of major problem reviews conducted	• Percentage of incidents resolved at first contact • Average call time with no escalation • Percentage of incidents resolved within agreed timeframes • Average time to resolve incidents • Number and percentage of incidents grouped by category • Percentage of incidents incorrectly categorized • Number of incidents linked to existing problem records • Customer satisfaction • Average time second line groups to respond • Percentage of calls that bypass first line (Service Desk) • Cost per incident • Resources used for managing incidents (grouped by priority)

C.

Incident Management	*Problem Management*
• Percentage of incidents resolved at first contact • Average call time with no escalation • Percentage of incidents resolved within agreed timeframes • Average time to resolve incidents • Number and percentage of incidents grouped by category • Percentage of incidents incorrectly categorized • Number of incidents linked to existing problem records • Customer satisfaction • Average time second line groups to respond • Percentage of calls that bypass first line (Service Desk) • Cost per incident • Resources used for managing incidents (grouped by priority)	• The number of problems grouped by status • The number of RFCs created by Problem Management • The number of workarounds developed for Known Errors and incidents • The percentage of incidents resolved at first contact • The average time to resolve incidents • The average time to close problems • Customer satisfaction levels • Average costs for solving problems • Number and percentage of problems that were resolved within SLA limits • The number of major problem reviews conducted

D.

Correct Answer: D

QUESTION 3

What is the difference between a Known Error and a Problem?

A. The underlying cause of a Known Error is known. The underlying cause of a Problem is not known

B. A Known Error involves an error in the IT infrastructure, A

C. Problem does not involve such an error.

D. A Known Error always originates from an Incident. This is not always the case with a Problem

E. With a Problem, the relevant Configuration Items have been identified. This is not the case with a Known Error.

Correct Answer: A

QUESTION 4

Which of the following BEST describes the purpose of EventManagement?

A. To detect events, make sense of them and determine the appropriate control action

B. To monitor interactions and exceptions within the infrastructure

C. To monitor and control the activities of technical staff

D. To detect and escalate exceptions to normal service operation

Correct Answer: A

QUESTION 5

Operations Control refers to?

A. The managers of the Event and Access Management Processes

B. Overseeing the monitoring and escalating of IT operational events and activities

C. The tools used to monitor the status of the IT Network

D. The situation where the Service Desk manager is required to monitor the status of the infrastructure when Service Desk Operators are not available

Correct Answer: B