

INCIDENT MANAGEMENT

A Service Support Process Area at CMMI Maturity Level 2

Purpose

The purpose of Incident Management (IM) is to restore normal service operation as quickly as possible and minimize the adverse impact on business operations, thus ensuring that the best possible levels of service quality and availability are maintained. [ITIL SS 5.1]

Introductory Notes

'Normal service operation' is defined here in Incident Management as service operation within Service Level Agreement (SLA) limits. [ITIL SS 5.1]

The Service Desk is a that is crucial to the whole concept of Service Management. It is the point of contact between the customer and the service, and is responsible for the Incident Control provided by Incident Management. [ITIL SS 4]

There are three well known variants of this function: [new]

- Call Centre – The main emphasis on professionally handling large call volumes of telephone-based transactions for commodity telesales services (e.g. banking, insurance). [ITIL SS 4.1.3]
- Help Desk – The primary purpose is to manage, coordinate and resolve incidents as quickly as possible and to ensure that no request is lost, forgotten or ignored. Links to Configuration Management and knowledge tools are generally used as supporting technologies. [ITIL SS 4.1.2] The Help Desk is also known as 'Unskilled Service Desk'. [new]
- Service Desk – The Service Desk extends the range of services and offers a more global-focused approach, allowing business processes to be integrated into the Service Management infrastructure. It not only handles incidents, Problems and questions, but also provides an interface for other activities such as customer Change requests, maintenance contracts, software licences, Service Level Management, Configuration Management, Availability Management, Financial Management for IT Services, and IT Service Continuity Management.

Many Call Centres and Help Desks naturally evolve into Service Desks to improve and extend overall service to the customers and the business. All three functions share common characteristics:

- they represent the service provider to the Customer and to the User (internal or external)
- they operate on the principle that customer satisfaction and perception is critical
- they depend on blending people, processes and technology to deliver a business service.

In this chapter, the focus is on the Service Desk as the prime service function. [ITIL SS 4.1.5]

Three types of structures should be considered for optimum usage: [ITIL SS 4.2.5]

- local Service Desk – Traditionally, organisations have created local support desks to meet local business needs. This is practical until multiple locations requiring support services are involved. Duplicating skills and resources will become very expensive. If your organisation is maintaining several local support desks, it is important that operational standards are introduced. [ITIL SS 4.2.6]

- central Service Desk – In this arrangement, all service requests are logged to a central physical location. [ITIL SS 4.2.7]
- virtual Service Desk – To a great extent the physical location of the Service Desk and the associated services are immaterial. This is largely due to advances in network performance and telecommunications. The 'Virtual Service Desk' can be situated and accessed from anywhere in the world. [ITIL SS 4.2.8]

The Service Desk is responsible for the monitoring of the resolution process of all registered Incidents – in effect the Service Desk is the owner of all Incidents. [ITIL SS 5.3.1]

An 'Incident' is defined as any event which is not part of the standard operation of a service and which causes, or may cause, an interruption to, or a reduction in, the quality of that service.

Examples of categories of incidents are:

- application (service not available, application bug/query preventing Customer from working, disk-usage threshold exceeded)
- hardware (system down, automatic alert, printer not printing, configuration inaccessible)
- service requests (request for information/advice/documentation, forgotten password) [ITIL SS 5.2]

The priority of an Incident is primarily determined by the impact on the business and the urgency with which a resolution or Work-around is needed. Targets for resolving Incidents or handling requests are generally embodied in an SLA. [ITIL SS 5.3.4]

Incidents that cannot be resolved immediately by the Service Desk may be assigned to specialist groups. A resolution or Work-around should be established as quickly as possible in order to restore the service to Users with minimum disruption to their work. After resolution of the cause of the Incident and restoration of the agreed service, the Incident is closed. [ITIL SS 5.3.1]

Often, departments and (specialist) support groups other than the Service Desk are referred to as second- or third-line support groups, having more specialist skills, time or other resources to solve Incidents. In this respect, the Service Desk would be first-line support. [ITIL SS 5.3.2]

'Escalation' is the mechanism that assists timely resolution of an Incident. It can take place during every activity in the resolution process. There are two different ways of escalation:

- Transferring an Incident from first-line to second-line support groups or further is called 'functional escalation' and primarily takes place because of lack of knowledge or expertise. Preferably, functional escalation also takes place when agreed time intervals elapse. The automatic functional escalation based on time intervals should be planned carefully and should not exceed the (SLA) agreed resolution times.
- 'Hierarchical escalation' can take place at any moment during the resolution process when it is likely that resolution of an incident will not be in time or satisfactory. In case of lack of knowledge or expertise, hierarchical escalation is generally performed manually (by the Service Desk or other support staff). Automatic hierarchical escalation can be considered after a certain critical time interval, when it is likely that a timely resolution will fail. Preferably, this takes place long enough before the (SLA) agreed resolution time is exceeded so that corrective actions by authorised line management can be carried out – for example hiring third-party specialists. [ITIL SS 5.3.3]

The major benefits to be gained by implementing an Incident Management process are as follows:

For the business as a whole:

- reduced business impact of Incidents by timely resolution, thereby increasing effectiveness
- the proactive identification of beneficial system enhancements and amendments
- the availability of business-focused management information related to the SLA.

For the IT organisation in particular:

- improved monitoring, allowing performance against SLAs to be accurately measured
- improved management information on aspects of service quality
- better staff utilisation, leading to greater efficiency
- elimination of lost or incorrect Incidents and service requests
- more accurate CMDB information (giving an ongoing audit while registering Incidents)
- improved User and Customer satisfaction.

In contrast, failing to implement Incident Management may result in:

- no one to manage and escalate Incidents – hence Incidents may become more severe than necessary and adversely affect IT service quality
- specialist support staff being subject to constant interruptions, making them less effective
- business staff being disrupted as people ask their colleagues for advice
- frequent reassessment of Incidents from first principle rather than reference to existing solutions
- lack of coordinated management information
- lost, or incorrectly or badly managed Incidents. [ITIL SS 5.4]

Related Process Areas

Refer to the Problem Management process area for more information about problems and taking appropriate corrective actions.

Refer to the Change Management process area for more information about recording, requesting and controlling changes.

Refer to the Service Level Management process area for more information about service levels and agreed SLAs. [new]

Specific Goal and Practice Summary

SG 1 Provide Single Point of Contact

SP 1.1 Establish Service Desk Requirements

SP 1.2 Establish Service Desk Procedures

SP 1.3 Establish Service Desk Environment

SG 2 Manage Incidents

SP 2.1 Detect and Record Incidents

SP 2.2 Classify Incidents and Provide Initial Support

SP 2.3 Investigate and Diagnose Incidents

SP 2.4 Resolve Incidents and Take Recovery Actions

SP 2.5 Track and Monitor Incidents to Closure

Specific Practices by Goal

SG 1 Provide Single Point of Contact

Provide a single point of contact between the customer and the service.

With the ever-increasing demands of Customers and the globalisation of companies, the delivery of a world-class service is becoming the difference between success and failure and, without a doubt, a major competitive advantage. By understanding its Customers and business needs clearly, an organisation can deliver that service.

Efficient, high-quality support of the computing infrastructure and Customer is critical for the achievement of corporate business goals. With disparate and distributed architectures put together, often in a piecemeal approach, the management and support of such an environment becomes very expensive, time-consuming and frequently an exercise in futility.

When a Customer or User has a problem, complaint or question, they want answers quickly. More importantly they want a result – their problem solved. There is nothing more frustrating than calling an organisation or department and getting passed around until you find the right person to speak to – provided, of course, that they are not out at lunch or on holiday or it's just after five o'clock. [ITIL SS 4.1.1]

Many support departments are under pressure to improve service and reduce costs. They tend to work in reactive mode, as a loose collection of disparate groups, spending vast amounts of time fire-fighting and generally keeping their heads above water.

To improve matters, a consolidated and team approach is required. More time is needed to plan, train, review, investigate, and work closer with Customers and Users – in short, to adopt proactive and structured working practices.

To meet both Customer and business objectives, many organisations have implemented a central point of contact for handling Customer, user and related issues. This function is known under several titles, including:

- Help Desk
- Call Centre
- Service Desk [ITIL 4.1.2]

See the Introductory Notes of this chapter for more information about these definitions. [new]

The Service Desk provides a vital day-to-day contact point between Customers, Users, IT services and third-party support organisations. Service Level Management is a prime business enabler for this function.

Strategically, for Customers the Service Desk is probably the most important function in an organisation. For many, the Service Desk is their only window on the level of service and professionalism offered by the whole organisation or a department. This delivers the prime service component of 'Customer Perception and Satisfac-

tion'. Internal to the IT function, the Service Desk represents the interests of the Customer to the service team. [ITIL SS 4.1.6]

In overall terms, the introduction of a Service Desk can be expected to produce benefits both for the business and for the provision of the service, including:

- improved Customer service, perception and satisfaction
- increased accessibility through a single point of contact, communication, and information
- better-quality and speedier turnaround of customer requests
- improved teamwork and communication
- enhanced focus and a proactive approach to service provision
- a reduced negative business impact
- better managed infrastructure and control
- improved usage of IT support resources and increased productivity of business personnel
- more meaningful management information for decision support. [ITIL SS 4.1.8]

The following benefits can be expected from infrastructure monitoring and action:

- Customer impact and downtime are minimised
- repetitive manual tasks are performed automatically
- management information is automatically collected for analysis
- Incidents, once registered, will be under the control of escalation management
- the Service Desk attains a proactive position
- service availability and utilisation is extended
- operational and resource costs are reduced.

Advanced event management systems will attempt to correct failures and keep progress updated in the support system until the action is complete or requires manual intervention. [ITIL SS 4.1.16]

A number of technologies are available to assist the Service Desk, each with its advantages and drawbacks. It is important to ensure that the blend of technology, process and Service Desk staff will meet the needs of both the business and the User. Selecting the latest – and often unproven – technology based on interesting, but less valuable, 'wow' features is to be avoided. [ITIL SS 4.3]

The use of a computerised Service Desk tool is essential for the modern support operation. Electronic management allows for improved efficiency, accuracy, and fast access to past solutions, Known errors, call histories and management information. However, a great deal of effort is required in order to be able to access information that was not previously available. [ITIL SS 4.3.1]

Computerising the Service Desk will provide additional benefits, namely:

- everyone knows what's happening, because requests are accessible by all support staff
- the turnaround of Customer requests is faster, yielding improved efficiency
- request tracking, escalation and workflow is improved
- management information is more accessible and accurate
- duplicate, lost or forgotten requests are eliminated [ITIL SS 4.3.2]

Choosing your 'quick wins' should be based on what is important to your Customers and will yield a short-term service improvement and enhance Customer perception.

Quick wins are essential to obtain Customer and business support during the initial phases of any service-improvement project.

Examples of possible quick wins are as follows:

- improvement in Customer and business perception
- provision of faster response to standard requests
- enhancement of the professionalism of the Incident registration and closure process
- keeping Customers better informed of progress
- allowing Customers to register and query their own requests
- publishing a Service Catalogue and User Handbook
- improving communications with the business
- development of better working relationships within the business
- reduced Incident-resolution times
- improvements to business reporting. [ITIL SS 4.6.5]

The successful implementation and ongoing support of the Service Desk process will return major business benefits to your organisation, expressed as cost reductions, Customer satisfaction, staff commitment and professionalism. [ITIL 4.10]

To introduce and maintain a successful Service Desk, it is essential that:

- business needs are understood
- Customer requirements are understood
- investment is made in training for Customers, support teams and Service Desk staff
- service objectives, goals and deliverables are clearly defined
- service levels are practical, agreed, and regularly reviewed
- the benefits are accepted by the business. [ITIL SS 4.10.1]

Any Service Desk implementation should be carefully planned as a project, with frequent deliverables at each stage of the project and with regular stage reviews. You should:

- adopt a phased implementation approach
- involve your Customers, and ask them what they need
- involve/consult your support staff
- identify quick wins to implement first
- constantly measure progress
- don't expect too much too soon
- realise that its hard work – don't give up. [ITIL SS 4.10.2]

SP 1.1 Establish Service Desk Requirements

Establish and maintain the requirements of the service desk.

Refer to the Service Level Management process area for more information about service levels and agreed SLAs.

Refer to the Requirements Management process area for more information about managing requirements. [new]

When designing your new Service Desk, it is important to consider the costs involved and, if 'charge-back' is required, how this is to be managed. Although charging methods are not covered in this book, the method adopted needs to be identified to ensure that the Service Desk system can both collect and pass on the required information and costings. From a practical perspective, it may be better simply to apportion the charges between all Customers on a fair and equitable basis, rather than using an explicit charging method.

Several methods are available, which may operate as individual items or be amalgamated to provide a single cost. These include:

- cost per call, which should vary depending on the type of Incident or service – some examples are desktop services (e.g. word processing), application, installation/upgrade request, and business service (e.g. payroll)
- cost of time and materials expended by support staff, for instance unit cost per time unit (e.g. per minute), fixed charge, and purchased number of support hours
- service entitlement based on a purchased maintenance contract: gold, silver or bronze service levels
- cost apportioned as part of the overheads in providing IT services
- free service.

Rather than use actual cost values, it is common practice to use a 'charge unit', which has an associated value (e.g. 1 cost unit = 1 euro).

Charging per call can deter Customers from using the Service Desk, resulting in attempts to bypass the Service Desk or to resolve incidents themselves before making a call. This could lead to increased diagnosis and resolution times at the Service Desk, because of the need to determine the action(s) that have been taken, which may have increased the complexity of the Incident. [ITIL 4.1.7]

When deciding whether to build your own support tool or buy a commercial package, the most important thing to identify is who and what the tool is to be used by and for. While it is fairly straightforward to build a call-logging tool, capturing and updating the solutions may not be as straightforward. Some of the issues that will help you decide on build versus buy include the following.

- Do you have the Service Management and business expertise to design:
 - integration with email and other communication systems?
 - automated operations?
 - cross-platform and multilingual support?
 - integration with other support tools such as Asset Management and Configuration Management, Change control and automated operations?
- Do you have the resource, both now and in the future, to plan, implement, upgrade and maintain the system?
- Who will support it, how long will it take to develop, who is going to pay for it, when will it be ready?
- What if your 'experts' leave?

Unless your business requirement is very specific and unique, then the 'build your own' option is very expensive and will not deliver benefit in the short and medium term. [ITIL SS 4.3.3]

When selecting a software tool for use within a multiplatform environment, a number of key points require careful consideration:

- Does the tool provide the required functionality over all my hardware, network protocols and technology?
- Does the tool provide full functionality in all environments?
- Can I utilise my existing equipment (e.g. PCs and workstations)?
- Are the features available across my required platforms (e.g. if the tool is primarily PC based, will the features work on my UNIX workstations as well)?
- Can requests be passed between Service Desks running on different platforms?
- Does the tool provide full functionality over all network protocols and technology?
[ITIL SS 4.3.4]

Many of the tools available will operate effectively over a Local Area Network (LAN). However, when the tool is required to operate over a WAN, several key points should be considered:

- Has the tool been designed to operate over slower bandwidths?
- Does it support data transfer optimisation?
- Is its performance 'fit for purpose'?
- Does it provide full functionality over all network protocols and technology?

Ensure that part of your system acceptance criteria includes proven operation over your own network. [ITIL SS 4.3.5]

The use of intelligent phone systems, voicemail and email can greatly benefit your Service Desk. It should however, not be used as an electronic barrier. The careful set-up of Interactive Voice Response systems is required so as to prevent the Customer being passed around. If voicemail and email are used, it is imperative that they are reviewed regularly and responses sent promptly to those leaving messages. Put Service level agreements in place to maximise these technologies and ensure a consistent and high-quality service is maintained. [ITIL SS 4.3.6]

Self-service offers Customers a strategy that deploys tools to obtain support services without direct intervention from a support professional. It can be used as a method of reducing operating costs and improving Customer satisfaction by allowing them greater control over the transaction, especially out of normal support hours and for non-critical activities. Technologies such as the Internet, Interactive Voice Response systems, and mobile and wireless communications make self-service operations possible.

How self-service is implemented can vary significantly, depending upon what the organisation wants to achieve and the range of services it plans to offer. Examples of self-service include:

- Customers register their own requests and check on their progress
- Customers can search knowledge bases for solutions
- Customers can download program updates or bug fixes
- Customers can order goods or services. [ITIL SS 4.3.7]

A successful self-service strategy depends on several important factors:

- management commitment
- a willingness to relinquish control
- business metrics are collected and used
- support processes are maintained
- ease of use and quality content
- communication

CMMI-ITIL 1.0 GLOSSARY

References:

[Service Support / Service Delivery Appendix A.2 Glossary of terms]

[CMMI-DEV 1.2 D. Glossary]

Absorbed Overhead	Overhead which, by means of absorption rates, is included in costs of specific Products or saleable Services, in a given period of time. Under- or over-Absorbed Overhead. The difference between overhead cost incurred and overhead cost absorbed: it may be split into its two constituent parts for control purposes.
Absorption Costing	A principle whereby fixed as well as variable costs are allotted to Cost Units and total overheads are absorbed according to activity level. The term may be applied where Production costs only, or costs of all functions are so allotted.
Acceptance Criteria	The criteria that a Product or Product Component must satisfy to be accepted by a user, Customer, or other authorized entity.
Acceptance Testing	Formal testing conducted to enable a user, Customer, or other authorized entity to determine whether to accept a Product or Product Component. (See also "Unit Testing".)
Achievement Profile	In the Continuous Representation, a list of Process Areas and their corresponding Capability Levels that represent the Organization's progress for each Process Area while advancing through the Capability Levels. (See also "Capability Level Profile," "Target Profile," and "Target Staging".)
Acquisition	The Process of obtaining Products (goods and Services) through contract.
Acquisition Strategy	The specific approach to acquiring Products and Services that is based on considerations of supply sources, Acquisition methods, Requirements specification types, contract or agreement types, and the related Acquisition risk.
Action Lists	Defined actions, allocated to recovery teams and individuals, within a phase of a plan. These are supported by Reference Data.
Addition	In the CMMI Product Suite, a clearly marked model component that contains information of interest to particular users. In a CMMI Model, all additions bearing the same name (e.g., the IPPD addition) may be optionally selected as a group for use.
Adequate	This word is used so that you can interpret Goals and practices in light of your Organization's Business Objectives. When using any CMMI Model, you must interpret the practices so that they work for your Organization. This term is used in Goals and practices where certain activities may not be done all of the time. (See also "appropriate" and "as needed".)
Alert Phase	The first phase of a business continuity plan in which initial emergency procedures and damage assessments are activated.
Allocated Cost	A cost that can be directly identified with a Business Unit.

Allocated Requirement	Requirement that levies all or part of the performance and functionality of a higher level Requirement on a lower level architectural element or design component.
Alternative Practice	A practice that is a substitute for one or more generic or Specific Practices contained in CMMI Models that achieves an equivalent effect toward satisfying the generic or Specific Goal associated with model practices. Alternative Practices are not necessarily one-for-one replacements for the generic or Specific Practices.
Amplification	Amplifications are informative model components that contain information relevant to a particular discipline. For example, to find an amplification for Software Engineering, you would look in the model for items labeled “For Software Engineering“. The same is true for other disciplines.
Apportioned Cost	A cost that is shared by a number of Business Units (an indirect Cost). This cost must be shared out between these units on an equitable basis.
Appraisal	In the CMMI Product Suite, an examination of one or more Processes by a trained team of professionals using an Appraisal Reference Model as the basis for determining, at a minimum, strengths and weaknesses. (See also “assessment” and “Capability Evaluation“.)
Appraisal Findings	The results of an appraisal that identify the most important issues, problems, or opportunities for Process Improvement within the Appraisal Scope. Appraisal Findings are inferences drawn from corroborated Objective Evidence.
Appraisal Participants	Members of the Organizational Unit who participate in providing information during the appraisal.
Appraisal Rating	As used in CMMI appraisal materials, the value assigned by an appraisal team to (a) a CMMI Goal or Process Area, (b) the Capability Level of a Process Area, or (c) the Maturity Level of an Organizational Unit. The rating is determined by enacting the defined rating Process for the appraisal method being employed.
Appraisal Reference Model	As used in CMMI appraisal materials, the CMMI Model to which an appraisal team correlates implemented Process activities.
Appraisal Scope	The definition of the boundaries of the appraisal encompassing the Organizational limits and the CMMI Model limits within which the Processes to be investigated operate.
Appropriate	This word is used so that you can interpret Goals and practices in light of your Organization’s Business Objectives. When using any CMMI Model, you must interpret the practices so that they work for your Organization. This term is used in Goals and practices where certain activities may not be done all of the time. (See also “adequate” and “as needed“.)

Mapping table ITIL to CMMI-ITIL

Section ITIL Service Support	Section CMMI-ITIL IM	Comment
4 The Service Desk	—	discarded (administrative information)
4.1 Overview	n/a	
4.1.1 Why do we need a Service Desk?	SG 1	abridged
4.1.2 The support problem	SG 1	abridged
4.1.3 Call Centre	Introductory Notes	
4.1.4 Help Desk	Introductory Notes	
4.1.5 Service Desk	Introductory Notes	
4.1.6 How can a Service Desk help my organisation?	SG 1	abridged
4.1.7 Charging for support services	SP 1.1	
4.1.8 Business and operational benefits	SG 1	
4.1.9 The role and direction of the Service Desk	GP 2.4	
4.1.10 Customer interaction	SP 1.2	abridged
4.1.11 Keeping the Customer and User informed	GP 2.4	abridged
4.1.12 Physical attendance	GP 2.4	abridged
4.1.13 Monitored infrastructure events	SP 1.2	
4.1.14 Actioned infrastructure Incidents	SP 1.2	
4.1.15 Infrastructure Incident model	SP 1.2	abridged
4.1.16 Benefits	SG 1	
4.1.17 Use of Internet technology	SP 1.2	abridged
4.2 Implementing a Service Desk infrastructure	SP 1.3	abridged
4.2.1 Staff resourcing	SP 1.3	
4.2.2 Target effectiveness metrics	GP 2.8	
4.2.3 Key considerations	SP 1.3	
4.2.4 Selecting the right Service Desk structure	SP 1.3	
4.2.5 Types of Service Desk structure	Introductory Notes	
4.2.6 Local Service Desk considerations	Introductory Notes, SP 1.3	abridged
4.2.7 Central Service Desk considerations	Introductory Notes, SP 1.3	abridged
4.2.8 Virtual Service Desk considerations	Introductory Notes, SP 1.3	abridged
4.2.9 Service Desk Configuration considerations	SP 1.3	
4.2.10 Global 'follow the sun' support	SP 1.3	abridged

4.2.11 Incident classification	SP 2.5	abridged
4.2.12 Classification Process Review	GP 2.10	
4.3 Service Desk technologies	SG 1	abridged
4.3.1 The computerised Service Desk	SG 1	abridged
4.3.2 Computerised Service Desk benefits	SG 1	abridged
4.3.3 Build or buy?	SP 1.1	
4.3.4 Running in a multiplatform environment	SP 1.1	
4.3.5 Running in a Wide-Area Network (WAN) infrastructure	SP 1.1	
4.3.6 Intelligent phone systems, voicemail and email usage	SP 1.1	
4.3.7 Deploying a self-service strategy	SP 1.1	abridged
4.3.8 Critical success factors	SP 1.1	abridged
4.3.9 Implementation considerations	SP 1.1	abridged
4.3.10 Outsourcing a Service Desk	SP 1.1	abridged
4.4 Service Desk responsibilities, functions, staffing levels etc	SP 1.2	abridged
4.4.1 Service Desk functions	SP 1.2	
4.4.2 Which Requests should be registered	SP 1.2	abridged
4.4.3 Service Desk empowerment	GP 2.4	
4.4.4 Escalation management	SP 1.2	
4.4.5 Service Desk staffing levels	SP 1.3	abridged
4.4.6 Staff turnover considerations	SP 1.2	abridged
4.4.7 Workload monitoring	SP 1.2	
4.4.8 Customer satisfaction analysis and surveys	SP 1.2	abridged
4.4.9 Service Desk resourcing for smaller support units	SP 1.3	
4.4.10 Second-line staff awareness	SP 1.3	abridged
4.4.11 Identifying training needs	SP 1.2, GP 2.8	
4.4.12 Call rate reduction	SP 1.2	
4.4.13 Workload definitions request types	SP 1.2	
4.5 Service Desk staffing skill set	SP 1.1, GP 2.5	abridged
4.5.1 Major Customer requirements	SP 1.1	
4.5.2 Fix rates	SP 1.1	
4.6 Setting up a Service Desk environment	SP 1.3	
4.6.1 Service Desk environment considerations	SP 1.3	
4.6.2 Defining your services	SP 1.3	abridged

4.6.3 Service Desk pre-Release requirements	SP 1.1	
4.6.4 Advertising and selling the Service Desk	SP 1.2, SP 1.3	
4.6.5 Quick wins	SG 1	
4.7 Service Desk education and training	GP 2.5	
4.7.1 Soft skills	GP 2.5	abridged
4.7.2 Managerial focus	GP 2.5	
4.7.3 Service Desk staff profile	GP 2.5	
4.7.4 Service staff responsibilities and mindset	GP 2.4	
4.7.5 Working with Customers	GP 2.5	
4.7.6 Active listening	GP 2.5	abridged
4.7.7 Service Desk staff training	GP 2.5	
4.8 Service Desk processes and procedures	n/a	
4.8.1 Considerations	SP 1.2	
4.8.2 Common structured interrogation technique	SP 1.2	abridged
4.8.3 Customer details and identification	SP 1.2	abridged
4.8.4 Maintaining the Customer database	SP 1.2, GP 3.1	
4.8.5 Marketing the Service Desk amongst Customers	SP 1.2, GP 2.10	
4.9 Incident reporting and review	SP 1.2	abridged
4.9.1 Effective workload analyses	SP 1.2	abridged
4.9.2 Frequency of reporting and review	SP 1.2, GP 2.10	abridged
4.9.3 Archiving Service Desk records	SP 1.2	
4.10 Conclusions	SG 1	
4.10.1 Critical success factors	SG 1	
4.10.2 Service Desk implementation guidance	SG 1	
Annex 4A: Sample Release document	—	discarded (example)
5 Incident Management	n/a	
5.1 Goal of Incident Management	Purpose, Introductory Notes, SG 2	goal and information
5.2 Scope of Incident Management	Introductory Notes	general information, abridged
5.3 Basic concepts	n/a	
5.3.1 Incident Handling	Introductory Notes	general information, abridged
5.3.2 First, second- and third-line support	Introductory Notes	general information, abridged
5.3.3 Functional versus hierarchical escalation	Introductory Notes	general information
5.3.4 Priority	Introductory Notes, SP 1.2	general information, abridged