

# *Lesson 14 Study Guide*

## Design Coordination

ITIL® Lifecycle Courses - Service Design





## Design Coordination

Welcome to the thirteenth chapter of your Study Guide. This document is supplementary to the information available to you online, and should be used in conjunction with the videos, quizzes and exercises.

After your subscription to the course has finished online, you will still have the study guide to help you prepare for the Service Design exam - if you've not taken the exam by the time your subscription expires.

At the end of each Lesson as you progress through the course, you'll be prompted to download a new chapter of the Study Guide. By the end of the course, you'll have 18 chapters that build up into the full guide.

This Chapter contains the Study Guide information for **Lesson 14 – Design Coordination**.

Use this Study Guide in conjunction with your own notes that you make as you progress through the course. You may prefer to print it out, or use it on-screen.

After each Lesson, you can consolidate what you have learnt whilst watching the videos and taking the quizzes by reading through the chapter of the Study Guide. If you progress on to do the Service Design exam, your Study Guide will provide you with vital revision information.

Remember, your Study Guide is yours to keep, even after your subscription to the Service Design Course has finished.

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**Text in *"italics and quotation marks"* is drawn from the ITIL core volumes**

**Quoted ITIL text is from Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement**

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## Study Guide Icons

Watch out for these icons as you use your Study Guide. Each icon highlights an important piece of information.

	<p><b>Tip</b> – this will remind you of something you need to take note of, or give you some exam guidance.</p>
	<p><b>Definition</b> – key concept or term that you need to understand and remember.</p>
	<p><b>Role</b> – a job title or responsibility associated with a process or function.</p>
	<p><b>Exercise Solution</b> – suggested solution to one of the exercises you will complete throughout the course.</p>
	<p><b>Purpose or Objective</b> – for a particular process or core volume.</p>

## Lesson 13 Contents

**In this Lesson, we studied Design Coordination in depth, including:**


- Purpose, objectives, scope and value
- Policies, principles and basic concepts
- Process activities and techniques – at a high level
- Triggers, inputs, outputs and interfaces
- Key Performance Indicators
- Critical Success Factors, challenges and risks

## Syllabus Reference


**The information in this Lesson relates to syllabus section SD03. You can use your syllabus document to identify areas in the Service Design volume for further reading as part of your self-study.**

## Design Coordination

### Process Purpose

	<p><b>Purpose</b></p> <p><i>“The purpose of Design Coordination is to make sure that the goals and objectives of the Service Design stage are met.”</i></p> <p>It does this by acting as the single point of coordination for all activities and processes.</p>
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### Process Objectives

	<p><b>Objectives</b></p> <p>The objectives of Design Coordination include:</p> <ul style="list-style-type: none"><li>▪ <i>“Ensure the consistent design of appropriate services, service management information systems, architectures, technology, processes, information and metrics to meet current and evolving business outcomes and requirements</i></li><li>▪ <i>Coordinate all design activities across projects, changes, suppliers and support teams, and manage schedules, resources and conflicts where required</i></li><li>▪ <i>Plan and coordinate the resources and capabilities required to design new or changed services</i></li><li>▪ <i>Produce service design packages (SDPs) based on service charters and change requests</i></li><li>▪ <i>Ensure that appropriate service designs and/or SDPs are produced and that they are handed over to service transition as agreed</i></li><li>▪ <i>Manage the quality criteria, requirements and handover points between the service design stage and service strategy and service transition</i></li><li>▪ <i>Ensure that all service models and service solution designs conform</i></li></ul>
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	<p><i>to strategic, architectural, governance and other corporate requirements</i></p> <ul style="list-style-type: none"><li>▪ <i>Improve the effectiveness and efficiency of service design activities and processes</i></li><li>▪ <i>Ensure that all parties adopt a common framework of standard, reusable design practices in the form of activities, processes and supporting systems, whenever appropriate</i></li><li>▪ <i>Monitor and improve the performance of the service design lifecycle stage”</i></li></ul>
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## Process Scope

Design Coordination’s scope includes all design activity. In most organisations, it will work on new and changed service designs, but also service retirements and sourcing model changes too.

This will require the process to work with projects for larger pieces of work, and Change Management for designs that are not associated with a project.

Part of the Design Coordination process scope will include making sure that a design gets the right amount of effort and control. Smaller designs will not need as much coordination as larger ones. Every organisation should have a definition for how much resource and coordination different sizes of design require. This will be influenced by many factors, including the size of the organisation, volume of change and service criticality.

All changes will require some design effort - but the process is not one size fits all.

An effective Design Coordination process should ultimately mean that changes are more successful. If more changes work first time and meet business outcomes, then the design coordination process is working.

The scope of Design Coordination includes:

- Providing guidance to projects and changes about Service Design activities and processes
- Maintaining policies, templates and standard practices
- Coordinating, prioritising and scheduling Service Design resources
- Planning and forecasting resources required to meet future demand
- Reviewing, measuring and improving Service Design activities and processes

- Ensuring designs address business requirements – particularly for utility and warranty
- Ensuring the production of Service Designs and SDPs for handover to Service Transition

There are some areas specifically **out** of scope for Design Coordination. The process does not actually carry out Service Design process activities – it only coordinates them. It is not responsible for designing service solutions or producing the individual parts of SDPs, but makes sure that this happens correctly.

## Exercise - Process Value

This Lesson included an Exercise to look at the value of the Design Coordination process. If you didn't have time to complete the exercise during the Lesson, why not attempt it now?

### Exercise

The Design Coordination process coordinates other processes and activities.

What value will the process add? Try and think of at least 5 areas of value that will be seen across the service lifecycle.





### Exercise Solution

*“Through the work of design coordination organizations can:*

- *Achieve the intended business value of services through design at acceptable risk and cost levels*
- *Minimize rework and unplanned labour costs associated with reworking design issues during later service lifecycle stages*
- *Support the achievement of higher customer and user satisfaction and improved confidence in IT and in the services received*
- *Ensure that all services conform to a consistent architecture, allowing integration and data exchange between services and systems*
- *Provide improved focus on service value as well as business and customer outcomes*
- *Develop improved efficiency and effectiveness of all service design activities and processes, thereby supporting higher volumes of successful change delivered in a timely and cost-effective manner*
- *Achieve greater agility and better quality in the design of service solutions, within projects and major changes”*

## Policies, Principles and Basic Concepts

**The guidelines and policies produced by Design Coordination should support a holistic approach to service design, across all projects and processes.**

The first area of policy related to Design Coordination will be set by the service provider.

This policy dictates which types and sizes of design require design coordination attention. This policy can then be embedded in ways of working - including change models and procedures. For example, all major changes might need individual coordination. Other changes must simply follow set procedures.

The level of documentation required also needs to be defined as part of the policies. Not every change requires a full Service Design Package. Some may need to complete a much more basic set of documentation. Staff are much more likely to follow a process if it doesn't introduce unnecessary bureaucracy.

Design Coordination policies need to include:

- **Adherence to corporate standards and conventions**
- **Consideration of governance and regulatory compliance**
- **Templates for standard elements – such as communication plans, training plans, documentation plans and testing plans**
- **Criteria for resolving any conflict about Service Design resources**
- **Standard cost models**

Any Design Coordination policies need to take normal variations into consideration. For example, a training plan for an upgrade to an existing service will have a different level of detail to a training plan for a brand new service which users have never seen before.

The policies need to balance the resources and effort involved against the overall result.

## Balance and Prioritization

The first Design Coordination principle we studied was Balance and Prioritisation.

Design Coordination needs to use just enough resources and effort for each design. The goal should be to improve the results, without introducing unnecessary effort or bureaucracy.

This will need to be carefully managed and constantly reviewed to ensure that balance is maintained.

## Integration with Project Management

Many organisations will already have project management in place, and might ask what the difference is between this and Design Coordination.

Design Coordination is coordinating across all projects, and providing guidance and standard ways of working. Not all project managers understand good design, or how design works in that particular organisation.

Design Coordination can support project managers when they are struggling to balance timescales, budgets, resources and customer expectations. All project managers need to be trained in Design Coordination principles, and understand which templates and procedures they need to use.

When all projects work in the same way, coordination across projects will be much simpler.

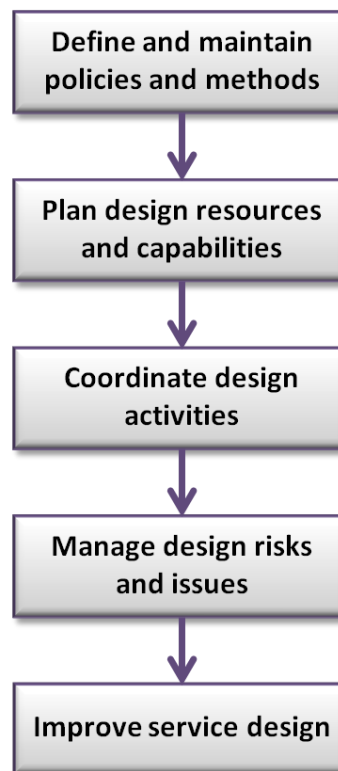
## Activities, Methods and Techniques

**Design Coordination needs to understand the lifecycle of a design – from requirements through to production of the SDP – in order to work correctly.**

We studied the 2 categories of Design Coordination activities.

The first type of Design Coordination activities relates to the overall Service Design lifecycle stage. This includes the definition of ways of working, and coordination across all projects and changes. This work may be carried out by Design Coordination process managers, and is illustrated below.

**For the overall service design lifecycle stage**



**Service Design fig. 4.2 Design coordination activities**

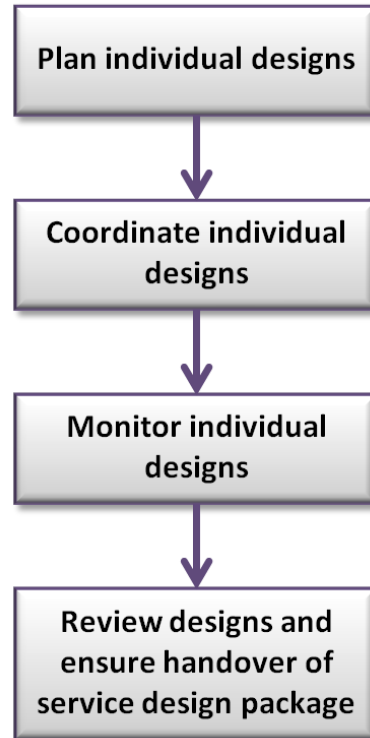
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The second type of Design Coordination activity relates to individual designs.

These activities ensure that designs conform to standard practices, and will meet the desired business outcomes.

These activities might be performed by project managers or other stakeholders, with support from Design Coordination resources.

**For each design**



**Service Design fig. 4.2 Design coordination activities**

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## Triggers, Inputs, Outputs and Interfaces

### Triggers

Process triggers for Design Coordination include:

- Changes in business requirements and services
- Requests for Change
- New programs and projects
- Revision of the overall IT strategy

### Inputs

The process inputs are:

- *“Service charters for new or significantly changed services*
- *Change requests from any stages of the service lifecycle*
- *Change records and authorized changes*
- *Business information from the organization’s business and IT strategy, plans and financial plans, and information on their current and future requirements*
- *Business impact analysis, providing information on the impact, priority and risk associated with each service or changes to service requirements*
- *The service portfolio, including the service catalogue and the business requirements for new or changed services in terms of service packages and service options*
- *The IT strategy and any associated constraints and resource limitations*
- *Governance requirements*
- *Corporate, legal and regulatory policies and requirements*
- *The programme and project schedule*
- *The schedule of change*
- *The configuration management system (CMS)*
- *Feedback from all other processes*
- *The enterprise architecture*
- *Management systems*
- *Measurement and metrics methods*
- *Processes”*

## Outputs

We also studied the outputs from Design Coordination. These are:

- *“Comprehensive and consistent set of service designs and SDPs*
- *A revised enterprise architecture*
- *Revised management systems*
- *Revised measurement and metrics methods*
- *Revised processes*
- *Service portfolio updates*
- *Updates to change records”*

## Interfaces

Design Coordination has interfaces with the adjacent lifecycle stages – Service Strategy provides information about the strategy and portfolio, and Service Transition receives the process outputs. The process interfaces include:

- **Service Portfolio Management** – provides Design Coordination with information about business requirements, service charters and warranty
- **Change Management** – provides change requests and information about authorised changes
- **Financial Management** – provides details of the value proposition
- **Business Relationship Management** – helps Design Coordination to understand the customer’s desired outcomes and needs
- **Strategy Management for IT Services** – provides input about current and future service strategy
- **Release and Deployment Management** – manages releases and deployments, so needs to be coordinated with design activities
- **Transition Planning and Support** – receives the SDP
- **Service Validation and Testing** – plans and executes tests to ensure the service will deliver value
- **Change Evaluation** – evaluates designs to make sure they meet the requirements
- **Service Level Management** – helps to define the targets that shape the design
- **Supplier Management** – helps to ensure any third parties are properly managed as part of the design
- **Availability, Capacity, ITSCM and Security** – these processes are all involved in the design and make sure a service meets warranty requirements

## Critical Success Factors and Key Performance Indicators

**We studied three CSFs and associated KPIs for this process.**

For the Critical Success Factor of **“production of accurate and consistent SDPs”** the Key Performance Indicators are:

- Reduction in SDP revisions
- Reduction in service re-work required later in the lifecycle

For **“managing conflicting demand for shared resources”** Key Performance Indicators can include:

- Reduced number of issues caused by conflict
- Reduced number and percentage of emergency changes submitted by projects
- Increased satisfaction with Service Design activities from project and change staff

For **“new or changed services meet customer expectations”** we could measure:

- Customer satisfaction score for a new or changed service meets or exceeds the defined range
- Percentage increase in the number of services that meet agreed service targets



## Risks and Challenges

### Risks

Risks for Design Coordination include:

- Lack of skills and knowledge
- Lack of business input and involvement
- Poor direction and strategy
- Lack of information on business priorities
- Poorly defined requirements and outcomes
- Lack of involvement from project managers and design staff
- Poor communication
- Resistance from stakeholders
- Lack of input from other lifecycle stages
- Cost cutting in design leading to less time and resources being available

### Challenges

Design Coordination has 3 main process challenges:

- Maintaining high quality designs and SDPs consistently across all areas of the business
- Ensuring time and resources are dedicated to design activities
- Developing design practices that balance effort and results