

# Certified Agile Service Manager (CASM)<sup>™</sup>

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## Lesson 7: Roles Part 2 – ASM Roles




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## Welcome to 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.

## Study Guide Icons

	<b>TIP</b>	This will remind you of something you need to take note of, or give you some exam guidance.
	<b>Definition</b>	Key concept or term that you need to understand and remember.
	<b>Role</b>	Job title or responsibility.

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## Contents

- Welcome to your Study Guide ..... 1
- Study Guide Icons..... 1
- Agile Service Management Roles..... 3
- Agile Process Owner ..... 3
  - Agile Process Owner Responsibilities ..... 3
- Agile Process Team ..... 4
  - Roles vs. People ..... 5
  - Setting up the Process Team ..... 5
- Agile Service Manager ..... 6

## Agile Service Management Roles

In this lesson, we looked at the ASM equivalents to the Scrum roles:

- Agile Process Owner
- Agile Process Team
- Agile Service Manager

## Agile Process Owner

Process Owner is a familiar concept in the most common service management frameworks and standards.

Typically, they will have the ultimate responsibility for the performance of a process. They will make sure it realizes objectives, measured by key process indicators, and they will have the authority and ability to make necessary changes.

The Agile Process Owner doesn't replace this role. Instead, it applies Agile thinking to the role. Many organizations implement processes using a traditional waterfall methodology. Weeks of design in closed rooms are followed by a big bang implementation across the whole organization, with limited opportunities for feedback and improvement. Applying Agile thinking to the Process Owner role changes the focus to incremental releases, focused on value and business objectives.

## Agile Process Owner Responsibilities

The Agile Process Owner responsibilities include:

- Instill Agile thinking into the process and project
- Communicate the process' vision and goals
- Create, maintain and prioritize a Process Backlog
- Ensure that Agile values are embedded into the process
- Clarify the Definition of Done for each increment
- Inspect the process' progress after each Sprint
- Audit and review the process
- Prioritize improvements in the CSI Register
- Is accountable for overall process quality

## Agile Process Team

This is a cross-functional team that includes these roles:

- Process Owner
- Agile Service Manager
- Customer or process practitioner
- Process architect or CPDE
- Tool administrator
- Documenter

Based on your own experience, you might know that this isn't how many organizations structure their process teams. Many organizations structure their teams by function or skill. The process analysts form one team, the toolset administrators another and so on.

Bringing all the process skills into one team helps to identify any issues early on. For example, it prevents process analysts designing a workflow that cannot be implemented using the existing toolset.

The Agile Process Team must consider all process stakeholders, including those associated with any interfacing processes. For example, the team working on an increment of the change management process might need representation from the release management process.

Customer and user representatives are critical as they are the ultimate recipient of process outputs. Their requirements must be understood and their feedback considered.

Process practitioners should also be represented on the team. These are the staff who will be working with the process once it's implemented.

## **Roles vs. People**

Some organizations have dozens of service management processes. The idea of a 'team' for each process could seem completely impractical.

Remember these teams are cross-functional, working together for a Sprint. A team member might work on many different processes, in different roles. A 'role' should not be thought of as a 'person', because a single person can have many roles.

## **Setting up the Process Team**

Setting up a new process team which will be self-organizing and empowered can be challenging, particularly if the organization isn't used to working in that way. Team members may be nervous about the idea of being accountable to each other as part of their daily work.

Some danger signs to watch out for in the team are:

- Lack of trust
- Lack of information sharing
- Team members not willing to be accountable to each other
- Internal politics and in-fighting

The Process Owner will be responsible for coaching the team to help them adapt to working in a more Agile way.

## Agile Service Manager

'Service manager' is a generic term for any manager within a service provider. The term is commonly used to refer to a business relationship manager, a process manager or a senior manager with responsibility for IT services overall. A service manager is often assigned several roles such as business relationship management, service level management and continual service improvement.

The role of the Agile Service Manager applies Agile values to the traditional service manager role. A service manager has a clear understanding of the services required to deliver business value. If their role includes business relationship management or service level management, they will also understand how services need to perform in order to meet business requirements.

IT service management processes are used to transition, operate and improve services. The Agile Service Manager can help the Agile Process Owner understand what business value the processes are supporting.

The Agile Service Manager role is the operational counterpart to the ScrumMaster, which is most commonly a role focused on software development.

One of the benefits of implementing this role is that the Agile Service Manager can reach over to development and can speak their language. They can educate development on service management and learn more about the software development lifecycle.

The Agile Service Manager should have organizational change management experience, as a lot of what this role does involves facilitating culture change. The Agile Service Manager is a facilitator, coach, protector and servant-leader.

An organization that has a Certified ScrumMaster role and a Certified Agile Service Manager role working together will achieve the level of communication and collaboration required to support DevOps.

The organization overall benefits from development and operations working closely together, all focused on business value.

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The main responsibilities of the Agile Service Manager include:

- Manage the Agile and Scrum aspects of the ITSM program
- Be the operational counterpart to Dev's ScrumMaster
- Does not lead the Team but does do whatever is necessary to help them succeed
- Protect the Team and removes impediments whenever possible
- Instill Agile thinking and keeps the Team focused
- Facilitate Scrum events as needed

Notice the similarities to the ScrumMaster role – for example, they will protect the Team and remove impediments, but they do not lead the Team. Like the ScrumMaster, the Agile Service Manager is a servant-leader.

The IT service management processes that an organization implements will ultimately affect the services that are delivered to the business. Good quality processes lead to good quality services, leading to overall business value. By operating as part of the Team, the Agile Service Manager maintains focus on service value.