



Syllabus of the Training USM Foundation



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Owner: SURVUZ Foundation



The USM Foundation training

The aim of the USM Foundation training course is to provide the participant with a broad insight into the routines of a service organization, according to the USM method, so that the participant is able to function in an organization where USM is the reference framework used.

Target audience

The USM Foundation training can be used for all facility service providers (from ICT to building management, from human resource management to security and cleaning), but is equally suitable for service organizations in the 'primary' domain, i.e. municipalities, telco's, health care institutions, etc. A USM training at one client can be tailored to the discipline of that client.

The training is intended for service organizations that want to work in a uniform way, according to the latest insights, with an easily learnable and logical approach. Organizations that strive for Service and Customer Excellence at a customer-driven level of maturity, and that want to be able to achieve this with their own employees, without excessive dependence on external consultants, can find a paved road to that goal with USM.

Participants in the training are both the managers responsible for the organizational improvement project, the employees who need to learn to work in an organization that uses the USM method, and the consultants who want to learn to apply the USM method in improvement projects.

Learning objectives

The USM training emphasizes the process-**based** design of the service organization and its **routines**, based on the **belief** that processes are the shortest and most efficient way to the customer-relevant goal. Organizations that rely heavily on hierarchical or project-based **routines** - or even have based their organizational structure on them - can gain a lot of effectiveness and efficiency with this **approach**.

During this training the participant learns to use the following service management aspects:

- Principles and methods versus practices and frameworks
- Primary versus secondary task areas
- The classification of facilities disciplines
- The lifecycle of services
- The definition, structure, and characteristics of a service
- Maturity models and value chains in service management
- Distinction between task domains and organizational structures
- The organizational resources of a service provider
- Process modeling
- Distinction between profiles/functions/jobs and processes
- Process management and line management
- Management and standardization of routines
- Reactive and proactive work
- Workflow management
- Project management in a process-based organization
- Teams, profiles/functions/jobs, tasks and roles in relation to the USM process model
- Setting up a workflow tool
- The 5 processes and 8 workflows of the USM process model
- Customers, service providers, suppliers, service catalogs and service agreements

- The sourcing cycle
- Service reports, process reports, and team reports
- Communication and Text Strategy
- USM deployment
- Organization change management, and influencing behavior
- Meeting internal and external requirements, standards

Action formats

In the USM Foundation training the following **action formats** are used:

- presentation of theory
- discussion, based on practical examples
- practical assignments and exercises
- game with the USM Game Board
- reflection on one's own work situation
- reflection on the participant's own contribution to the service provision

Structure and content of the training

The trainer follows the outline of the syllabus, and is free to answer questions from participants on topics planned later in the training.

The topics documented in this syllabus should be fully covered in the training. The trainer disposes of the basic set of sheets and workflow exercise materials. In this basic set the figures from the book "The USM Method" are included.

Recommended study load: 13 hours plus the reading time of the book "The USM Method".

Examination and certificate

The knowledge of USM is tested by means of an individual examination of 40 multiple-choice questions. Participants have a maximum of 60 minutes to answer the questions. The exam is taken by an accredited exam partner of the SURVUZ Foundation.

Participants who have passed the USM Foundation exam will receive the USM Foundation certificate. Successful participants are - if they grant permission - entered in the public USM Register, on the website of SURVUZ Foundation.

In order to pass, a minimum of 26 of the 40 questions must be answered correctly. Objections to a result can be submitted to the Exam Partner taking the exam.

Access to the exam does not require prerequisites, but a USM Foundation training is recommended.

Syllabus

The USM Foundation training covers the following topics.

| Block | Content |
|---------|---|
| Block 1 | <p>INTRODUCTION TO THE TRAINING</p> <p>Goal: getting to know the participants, explaining the origin and structure of the training, taking stock of the expectations</p> <p>Participants explain their background. The trainer discusses these and asks questions about their routines in order to gain insight into the current work situation of participants. The trainer makes an inventory of participants' expectations.</p> <p><i>Recommended time for this block: 0.5 hour</i></p> |
| Block 2 | <p>USM TERMS & POSITIONING</p> <p>Goal: gaining insight into the nature and context of methods</p> <p>This block answers the question: "What is a method?"</p> <p>The participant must:</p> <ol style="list-style-type: none"> 1. be able to distinguish between practices and principles 2. be able to distinguish between methods and frameworks 3. know what a service management architecture and a service management system is 4. understand the maturity stages that a service organization goes through 5. know the specification of 'value' <p><i>Recommended time for this block: 0.5 hours</i></p> |
| Block 3 | <p>SERVICE DELIVERY AND SERVICES</p> <p>Goal: gaining insight into the nature and context of service delivery</p> <p>This block answers the question "What is service delivery?" and "What is a service?"</p> <p>The participant must:</p> <ol style="list-style-type: none"> 1. be able to define the concept of 'service delivery', in terms of the objective and the components, parties, and activities involved 2. be able to name different types of facilities 3. be able to distinguish between (end) customer, (end) user, provider and supplier 4. be able to distinguish between primary and secondary tasks 5. be able to interpret the concept of 'facility management' 6. know the classification of facility task domains 7. be able to describe sourcing in terms of internal and external contractors and internal and external customers 8. be able to explain supply chains and networks of service providers in terms of customer and supplier, in the context of sourcing 9. knowing how services are composed of goods and actions 10. know the characteristics of a service used to evaluate the service 11. be able to apply these characteristics to facilities and support 12. be able to specify customer satisfaction 13. know what shadow services are and the consequences they have <p><i>Recommended time for this block: 1 hour</i></p> |

Block 4

THE SERVICE PROVIDER

Goal: gaining insight into the position, structure and resources of a service provider.

This block answers the question: "What is a service provider?"

The participant must:

1. know the resources of a service organization
2. know which forms of routines can be distinguished, and what relationships these have with the organization's resources
3. know the relationships between activities, process steps, processes and the process model
4. know the difference between process and line management and between process and line coordination
5. know how to set up the division of powers in process- and team-driven organizations
6. know the consequences of the division of power between process and line for escalation patterns in matrix organizations

Recommended time for this block: 1 hour

Block 5

THE USM PROCESS MODEL

Goal: gaining insight into the processes of a service organization.

This block answers the question: "What is process-based working?"

The participant must:

1. know what a process is
2. know what requirements a process must meet
3. know what the added value of process-based working is
4. know the USM process model in terms of processes and interrelationships
5. be able to recognize practical customer-provider interactions in terms of the USM process model
6. know the difference between a fault report and a complaint
7. to know what a workflow is
8. know which workflows are possible in the USM process model
9. be able to recognize practical service situations in terms of USM workflows
10. be able to argue why there are only 8 workflows in the USM process model
11. know the difference between reactive and proactive workflows
12. know which workflows can be triggered by a user, and which can be triggered by an internal employee
13. know how to create templates for workflows from the USM process model
14. know how to use workflow templates to capture practical routines
15. know the analogy in the process structure of USM processes
16. be able to distinguish administrative activities in a process from performance-related activities
17. know the distinction between service, process, and team reporting
18. know the difference between process and workflow management
19. know the standard artifacts used in all USM processes
20. be able to use the concepts of impact, urgency, priority class and priority value to determine the prioritization of activities
21. be able to explain the role and importance of communication in the execution of services, and know how Text Strategy can support that

Recommended time for this block: 2.5 hours

Block 6

THE USM PROCESSES

Goal: gaining insight into the functioning of the 5 processes in a service organization.

This block answers the question: "What exactly do the 5 processes of a service organization look like?"

The participant must:

- a) know and be able to explain the following components in the CTM process:
 - goal
 - scope
 - the objects to which the process applies
 - the workflows in which the process occurs
 - the steps and activities in the process
 - wishes and complaints
 - release-based call-handling
 - functional design (FD)/technical design (TD)
 - service
 - functionality
 - functioning
 - cost/charging
 - impact, urgency, priority
 - profiles (process manager, service manager)
 - offer
 - contract/agreement
 - SLA
 - OLA
 - UC
 - RFC
 - solution team
 - reservations
 - service catalog
 - evaluate
 - process reporting
 - service reporting
 - KRI
 - wish list
 - process control
- b) know and be able to explain the following components in the CHM process:
 - goal
 - scope
 - the objects to which the process applies (managed infrastructure)
 - the workflows in which the process occurs
 - the steps and activities in the process
 - RFC
 - impact, urgency, priority
 - urgent change
 - composite/multiple change (bundling, release-based call handling)
 - standard change
 - impact analysis
 - change plan (script)
 - build
 - purchase

- DTAP environments
 - user acceptance test
 - production acceptance test
 - system test
 - test plan
 - testing
 - test report
 - deployment plan (roadmap)
 - deployment
 - back out (fallback)
 - service request
 - change calendar
 - version, version management system
 - release, upgrade, fix (RUF)
 - change advisory board (CAB)
 - profiles (change manager and coordinator, configuration manager)
 - configuration item (CI)
 - attribute
 - configuration management database (CMDB)
 - CMDB model
 - baseline
 - register
 - evaluate
 - process reporting
 - service reporting
 - service catalog
 - SLA
 - KRI
 - change register
 - process control
- c) know and be able to explain the following components in the INC process:
- goal
 - scope
 - the workflows in which the process occurs
 - the steps and activities in the process
 - incident, failure, imminent failure
 - major incident/group incident
 - impact, urgency, priority
 - detection
 - diagnosis
 - repair
 - restore
 - resume
 - downtime, uptime
 - disaster
 - routing
 - 1st/2nd/3rd line
 - first time resolution
 - helpdesk/service desk
 - solution team
 - match
 - analyze
 - service request
 - RFC
 - workaround
 - mean time between failures (MTBF)
 - mean time between service incidents (MTBSI)

- knowledge base, knowledge management
 - roles (process manager, service desk manager and employee/agent, incident manager, incident coordinator)
 - escalate
 - evaluate
 - process reporting
 - service reporting
 - KRI
 - incident register
 - process control
- d) know and be able to explain the following components in the OPS process:
- goal
 - scope
 - the workflows in which the process occurs
 - the steps and activities in the process
 - managed infrastructure
 - impact, urgency, priority
 - service request
 - plans (daily plan, weekly plan, monthly plan, calendar, windows)
 - monitoring
 - CMDB verification plan
 - event
 - threshold
 - alert
 - roles (process manager, coordinator and operator)
 - evaluate
 - process reporting
 - service reporting
 - KRI
 - service request register
 - process control
- e) know and be able to explain the following components in the RIM process:
- goal
 - scope
 - the workflows in which the process occurs
 - the objects to which the process applies
 - the steps and activities in the process
 - likelihood, effect, impact, urgency, priority
 - business impact analysis
 - dependencies & vulnerabilities analysis
 - risks: threats and opportunities
 - innovation
 - risk matrix
 - risk inventory plan
 - risk scan
 - root cause analysis (RCA) techniques
 - continual improvement
 - mitigate
 - residual risk
 - PDCA
 - measure
 - business case
 - RFC
 - service request
 - wish
 - roles (risk manager, risk analyst)

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| | <ul style="list-style-type: none"> - evaluate - process reporting - service reporting - KRI - notification register, risk list, known errors - process control <p><i>Recommended time for this block: 3.5 hours</i></p> |
| Block 7 | <p>THE SERVICE ORGANIZATION</p> <p>Goal: gaining insight into organizational components and structures in the service organization</p> <p>This block answers the question: "How do you organize the people in the service organization?"</p> <p>The participant has to:</p> <ol style="list-style-type: none"> 1. know in broad lines what governance is and what role it plays in the steering of a service organization. 2. know in broad lines the relationships between mission, vision, strategy, goals and policy 3. know the outline of the planning & control paradigm 4. know some of the most common drama triangles 5. be able to argue the application of domain separation 6. be able to place the lifecycle of a service in the context of domain separation 7. know the role of projects in a process-based management system 8. be able to relate the components task, role, profile and team 9. know the relationships between organization and process 10. know the relationship between profiles and processes 11. know the operation of a RACI scheme 12. be able to recognize common profiles: management team, service desk, manager, service manager, project manager <p><i>Recommended time for this block: 1 hour</i></p> |
| Block 8 | <p>THE RESOURCES OF THE SERVICE ORGANIZATION</p> <p>Goal: gaining insight into the resources that can be used to manage the routines in a service organization.</p> <p>This block answers the question: "What resources can a service organization deploy to manage its routines?"</p> <p>The participant must:</p> <ol style="list-style-type: none"> 1. know what a workflow tool is and how it supports the routines 2. know the following resources and know how and where to apply them: <ul style="list-style-type: none"> - documents - request forms - call registers - templates for routines - process and organization description tool (BPM tool) - reporting tool - knowledge management tool - impact, urgency, priority - profiles - escalation schedules - service agreements |

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| | <ul style="list-style-type: none"> - service catalog - schedules <p><i>Recommended time for this block: 1 hour</i></p> |
| Block 9 | <p>DEPLOYING THE USM METHOD</p> <p>Goal: gaining insight into managing services according to the USM method</p> <p>This block answers the question: "How do you (learn to) apply the USM method?"</p> <p>The participant must:</p> <ol style="list-style-type: none"> 1. know the three deployment models for USM 2. know the high level project structure of a standard USM deployment 3. be able to describe the design and operation of an improvement sprint 4. know how USM supports setting up interdisciplinary shared service centers 5. know what order of change is desired for improvements 6. know the main assurance mechanisms for control 7. know the different aspects and forms of organization change management according to De Caluwé 8. know the different forms of influencing behavior according to the Organizational Behavior Management (OBM) method 9. be able explain how USM supports agile practices 10. know how the USM method supports standards and requirements packages <p><i>Recommended time for this block: 2 hours</i></p> |
| Block 10 | <p>EVALUATION</p> <p>Goal: Summarizing and evaluating the training.</p> <p>In the evaluation the training will be discussed:</p> <ol style="list-style-type: none"> 1. Did the expectations come true as formulated at the beginning of the training? 2. What can be improved on the training next time? <p>If the evaluation takes place online, it will be announced by providing the url for the evaluation.</p> <p><i>Recommended duration for this block: 0.5 hours</i></p> |

Sources

The USM Foundation training makes use of the following sources:

- The book "The USM Method". Author: J. van Bon. Publisher: Inform-IT, 2020. ISBN 978-94-91710-22-3.

Every student should have a copy of the book at their disposal at the start of the training.

Note

USM (Unified Service Management)© is a brand of the SURVUZ Foundation.