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TAXATION AND CUSTOMS UNION DG ITSM		
SUBJECT:		
FQP - Annex 19: IT Service Continuity Management		
FRAMEWORK CONTRACT # TAXUD/2007/CC/088		

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FQP - Annex 19: IT Service Continuity Management	VER.: 1.04
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DOCUMENT HISTORY

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1	01-1	01/10/2009	Structure FQP modified	I/R	As req.
1	01-2	23/11/2009	Further updates (RfA76 – FQP Evolutive Maintenance)	I/R	As req.
1	01-3	10/12/2009	Further updates after internal QC, ready to be delivered for information to DG TAXUD	I/R	As req.
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1	03	05/02/2010	Re-delivered for review to DG TAXUD after internal QC	I/R	As req.

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1	04	22/03/2010	Delivered for acceptance to DG TAXUD	I/R	As req.
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(*) Action: I = Insert R = Replace

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1. Introduction

This document is an annex to the Framework Quality Plan, deliverable DLV 0.1.1 requested in Specific Contract 04 [A2] under Framework Contract (IT Service Management for DG TAXUD) [A1], Work Package WP.0.1.

This document presents the Level 1, 2 and 3 of the ITSM process FQP - Annex 19: IT Service Continuity Management.

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2 - Reference and Applicable Documents	ISSUE DATE: 22/03/2010

2. Reference and Applicable Documents

This chapter presents two lists of relevant programme related documents. They are divided into reference and applicable documents.

2.1 Reference Documents

Id	Reference	Title	Date	Version
R1	ITS-IFQP-SC04- Framework Quality Plan	Framework Quality Plan	22/03/2010	1.04
R2	ITS-IFQP-SC04-Annex 9	ITSM Glossary	22/03/2010	1.13

Table 1 – Reference documents

2.2 Applicable Documents

An applicable document is a document which content is binding for a contractor no matter what is mentioned in this FQP.

Id	Reference	Title	Date	Version
A1	TAXUD/2007/CC/088	Framework Contract	04/05/2007	N/A
A2	TAXUD/2008/DE/114	Specific Contract 04	30/06/2008	N/A

Table 2 – Applicable documents

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3. Terminology

3.1 Abbreviations and Acronyms

A list of the abbreviations and acronyms used in the context of the ITSM Programme, and more specifically for this document is provided in Annex 9 ITSM Glossary [R2].

3.2 Interface with DG TAXUD

Where there is a non-specific reference to DG TAXUD, it means that the interface can be with any one of the following business threads of DG TAXUD:

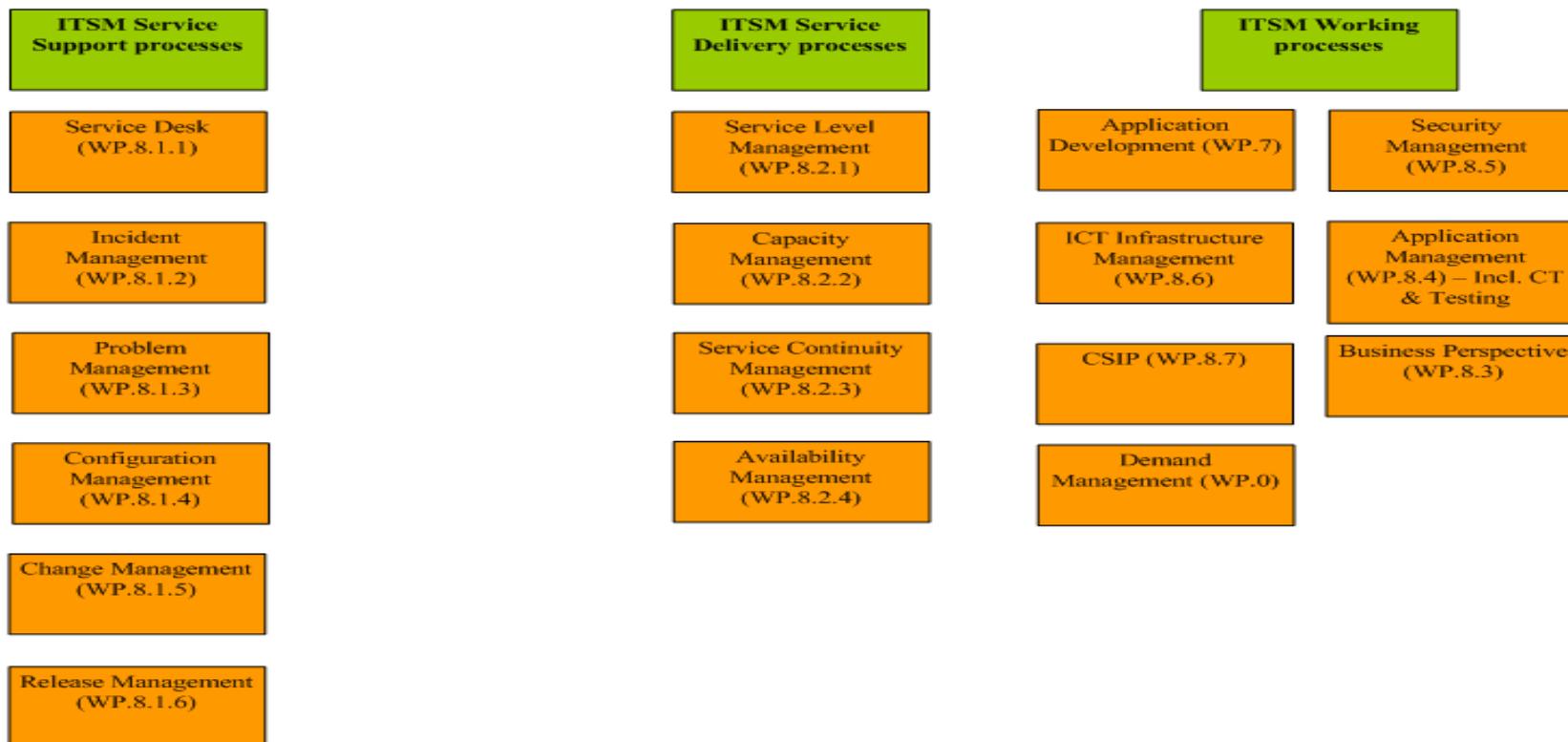
- DG TAXUD A4/CPT;
- DG TAXUD A4/ISD;
- DG TAXUD A4/APM;
- DG TAXUD A3/TAX;
- DG TAXUD A3/Exc;
- DG TAXUD A3/CUST;
- DG TAXUD A3/LISO.

Where it is intended that a reference is to a specific business thread/DG TAXUD department, one of the above naming conventions shall be stated.

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4. TSM Process model

4.1 Level 0: Process flows



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Figure 4-1: ITSM Process Model

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4.2 Level 1: IT Service Continuity Management

The ultimate objective of ITSCM is to support the overall BCM process by ensuring the necessary ongoing recovery capability for the IT Services and their supporting components based on required and agreed business timescales.

As shown in the picture below, IT Service Continuity Management consists of four sub-processes:

- ITSCM.1 Define DRP;
- ITSCM.2 Implement DRP;
- ITSCM.3 Invoke DRP;
- ITSCM.4 Perform DRP Ongoing Operations.

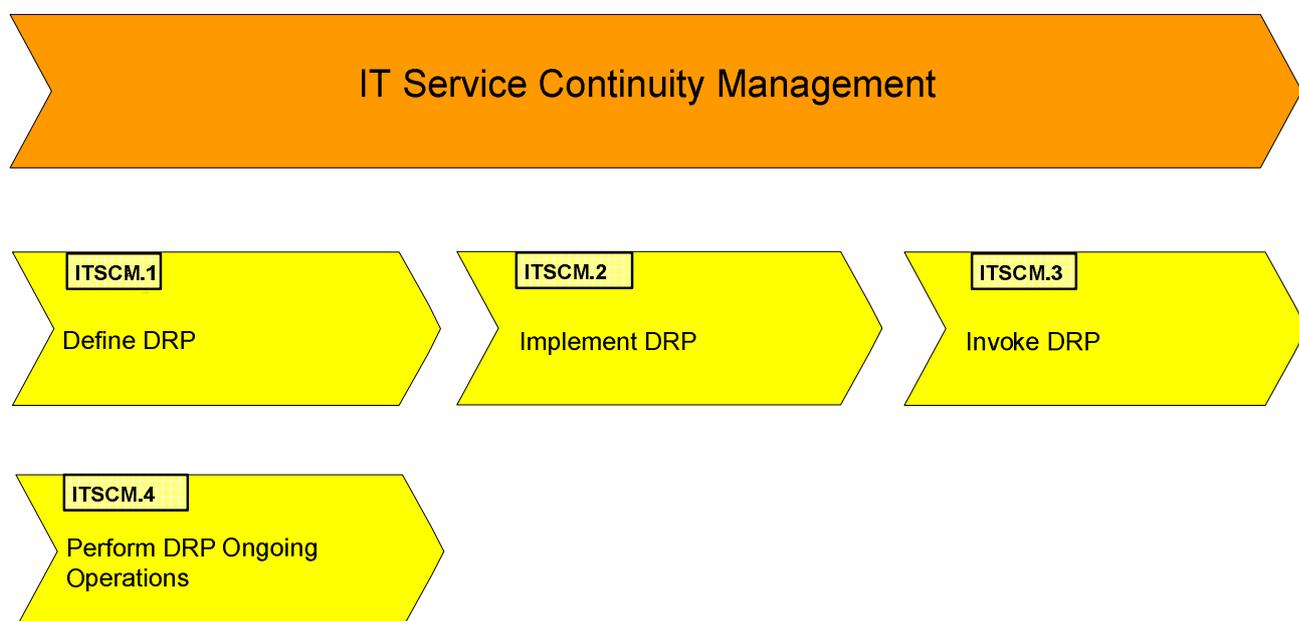


Figure 4-2: ITSCM IT Service Continuity Management sub-processes

Since the ITSCM process is in the phase of first being defined, discussions have taken place with DG TAXUD A4/ISD to agree upon scope reduction. The result is that information in this document covers the ongoing definition of a Disaster Recovery Plan (DRP) and the sub-processes that will follow for implementation, invocation and operation of the DRP. The definition phase includes a deployment planning in line with the CSIP.

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4.3 Level 2: IT Service Continuity Management

ITSCM.1 Define DRP

This sub-process is responsible for gathering the Business Continuity Plan (BCP) requirements for all business threads, whenever needed. Based on these requirements, a recovery solution is proposed indicating the recovery scenario, time constraints, temporary service levels and costs.

When the recovery strategy is adopted by DG TAXUD A4/ISD, an implementation project is initiated. This strategy will be a balance between risk reduction and recovery options. This can conduct to a change in the ICT Infrastructure to sustain the business requirements.

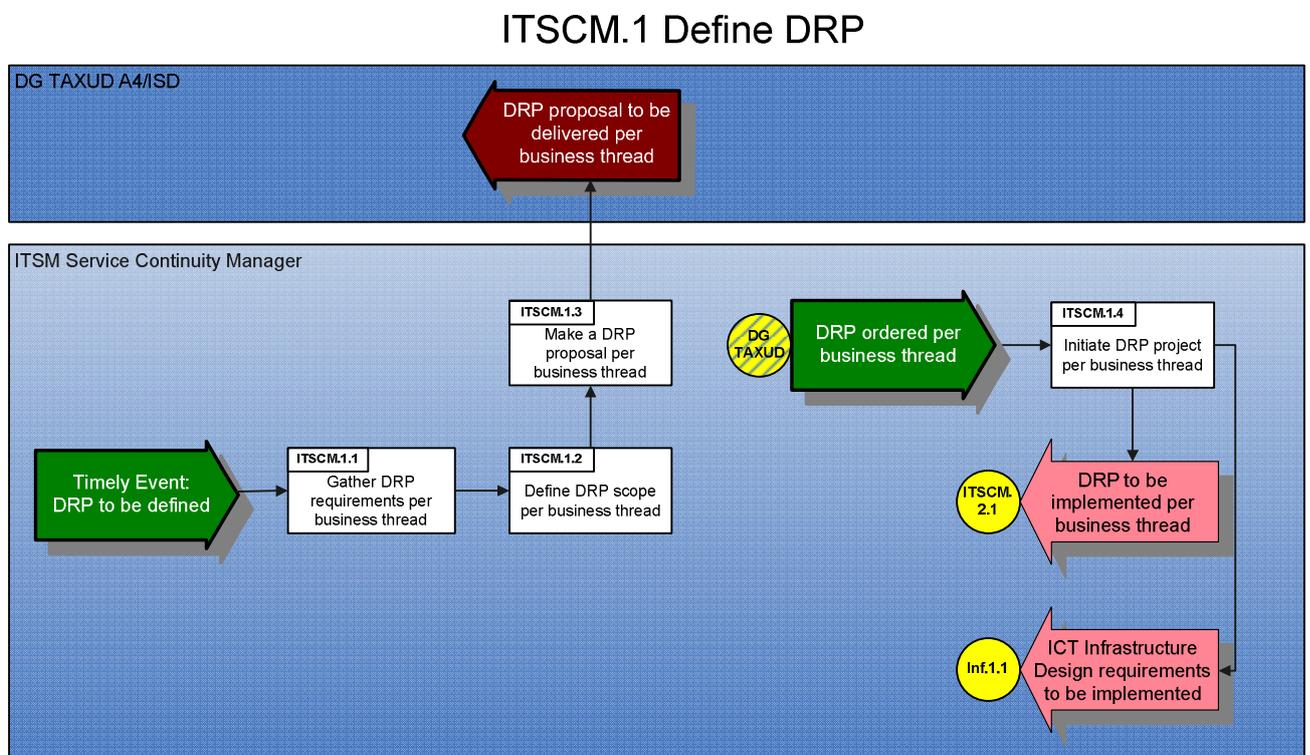


Figure 4-3: ITSCM.1 Define DRP

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ITSCM.2 Implement DRP

This sub-process is responsible for the identification and coordination of the various (internal and external) organisational and procedural activities. The goal is to deliver a tested and approved IT DRP per each business thread, for which DG TAXUD A4/ISD has ordered a DRP.

The ITSCM process itself does not design, change or implement technical facilities, but interfaces with the ICT Infrastructure Management to deliver a working and tested infrastructure that meets the DRP specifications.

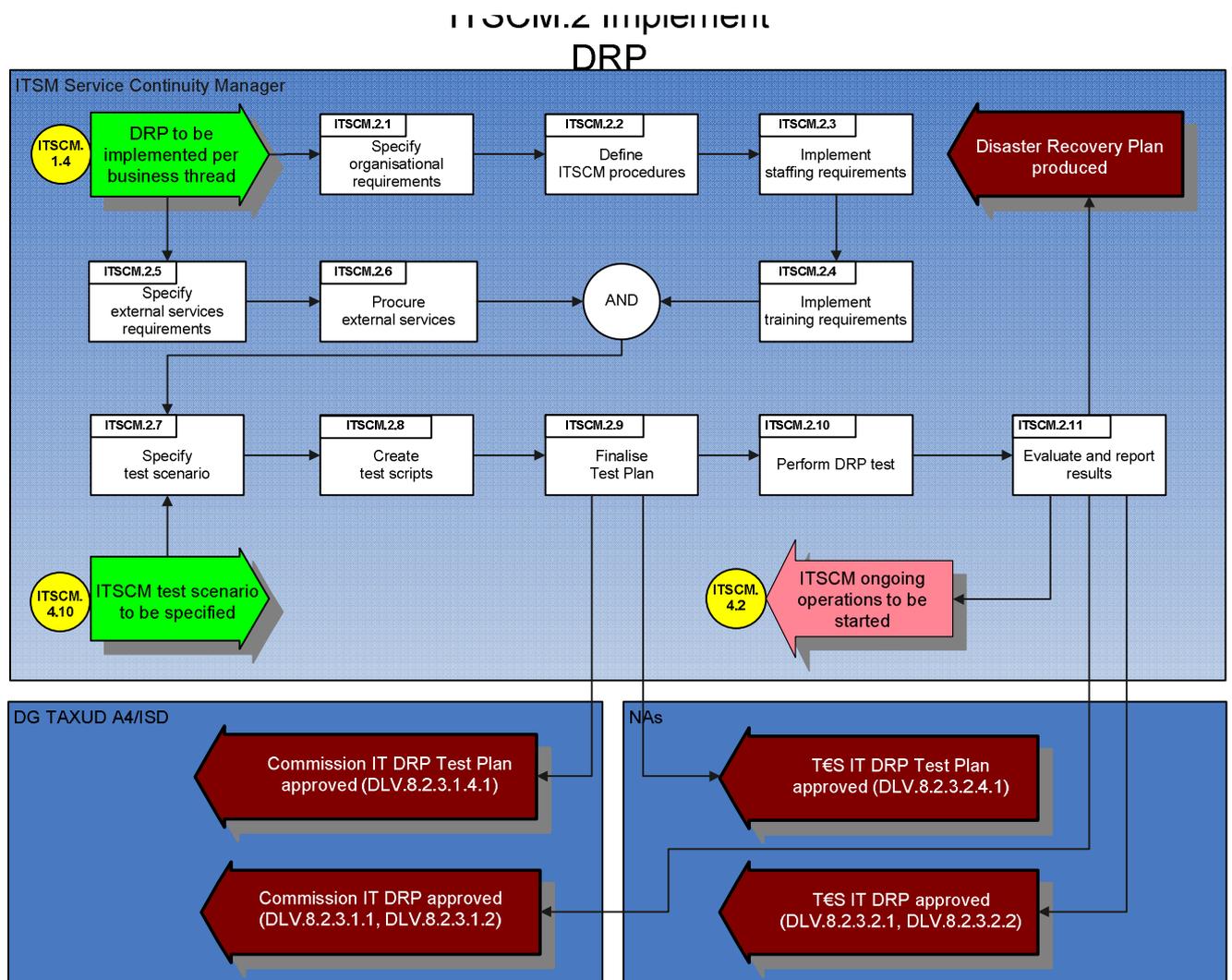


Figure 4-4: ITSCM.2 Implement DRP

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ITSCM.3 Invoke *DRP*

On notification of a continuity incident, a ‘crisis management’ team (comprising senior managers from all business areas and support departments, including IT) assesses the initial damage.

If the damage is limited, the incident is handled by Incident Management. If the damage is considerable, the *DRP* of the corresponding business thread is invoked.

After the execution of the *DRP*, the recovery is analysed, the plans to return to normal are started and the input for the *MSR/MPR* is produced.

ITSCM.3 Invoke *DRP*

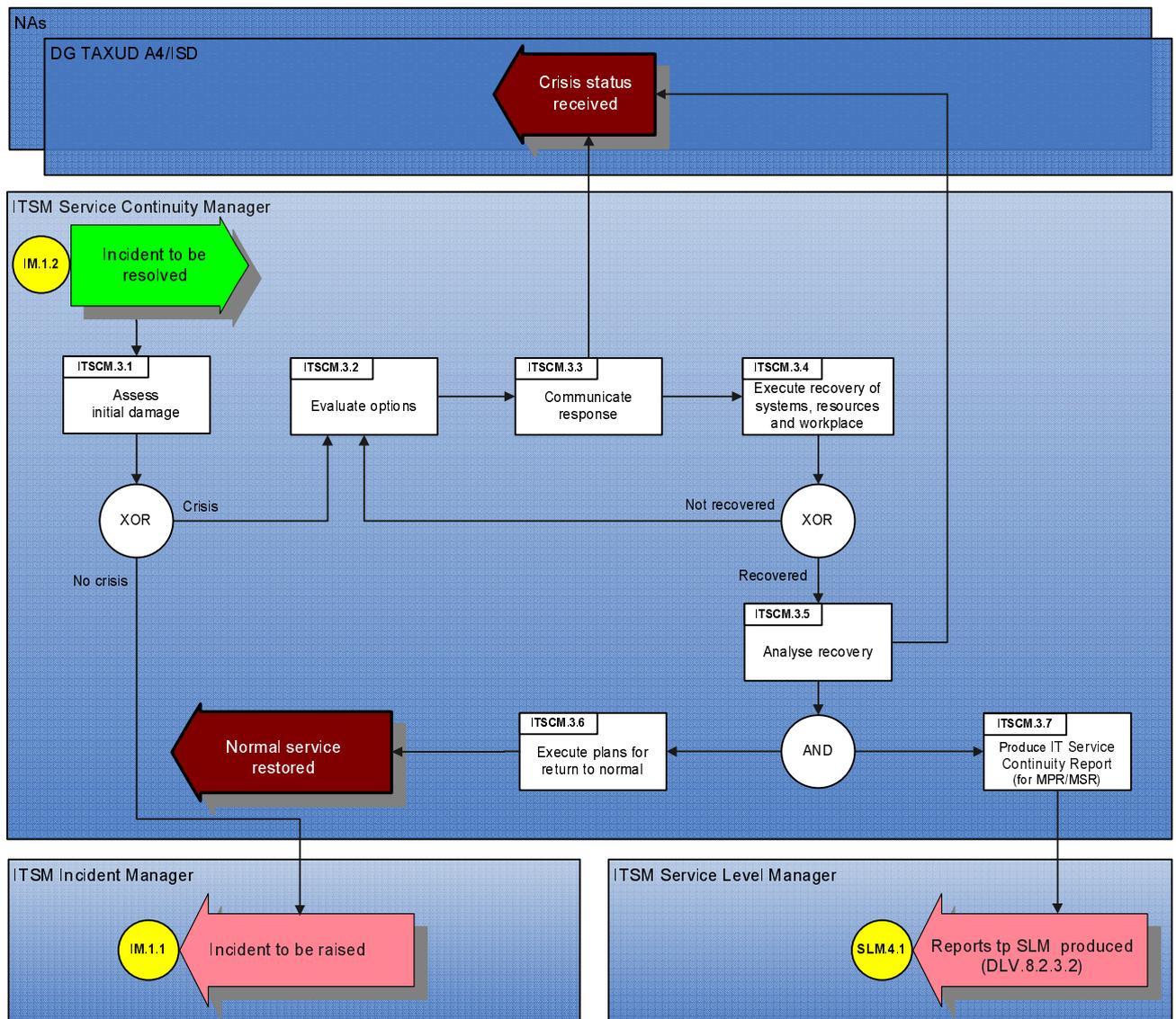


Figure 4-5: ITSCM.3 Invoke *DRP*

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ITSCM.4 Perform DRP Ongoing Operations

This sub-process is responsible for all activities related to:

- Awareness, education and training;
- Maintaining, testing and changing the IT DRPs in order to ensure that they are fit-for-purpose over time.

This sub-process interfaces with a wide range of other ITSM processes, such as Change Management, Problem Management, Configuration Management, Application Management and Infrastructure Management.

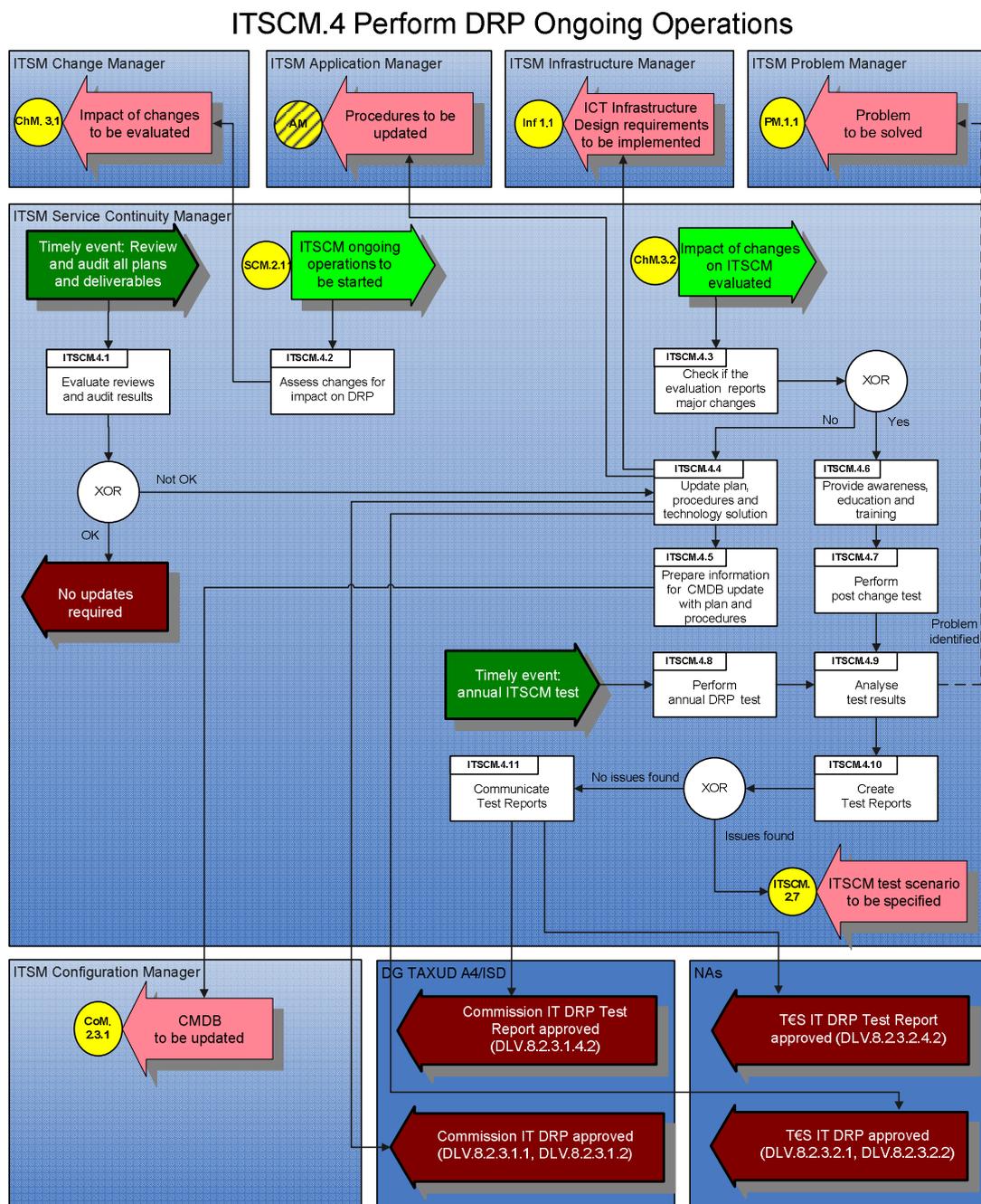


Figure 4-6: ITSCM.4 Perform DRP Ongoing Operations

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RACI Table for ITSCM

Activity	DG TAXUD A3/Cust	DG TAXUD A3/Exc	DG TAXUD A3/Tax	DG TAXUD A3/LISO	DG TAXUD A4/ISD	ITSM Service Continuity Manager	NAs	ITSM Infrastructure Manager	ITSM Service Level Manager	ITSM Configuration Manager	ITSM Change Manager	ITSM Incident Manager	ITSM Problem Manager
ITSCM.1.1 Gather DRP requirements per business thread	I/C/R	I/C/R	I/C/R	I/C	I/C	A/R							
ITSCM.1.2 Define DRP scope per business thread	I/C/R	I/C/R	I/C/R	I/C	I/C	A/R							
ITSCM.1.3 Make a DRP proposal per business thread	I	I	I	I	I	A/R							
ITSCM.1.4 Initiate DRP project per business thread					R	A/R	I	I					
ITSCM.2.1 Specify organisational requirements						A/R							
ITSCM.2.2 Define ITSCM procedures					I	A/R	R	R					
ITSCM.2.3 Implement staffing requirements						A/R							
ITSCM.2.4 Implement training requirements						A/R		I/C/R				I/C/R	
ITSCM.2.5 Specify external services requirements					I	A/R	I/C	I/C					
ITSCM.2.6 Procure external services					I/A/R	R	R	R					
ITSCM.2.7 Specify test scenario					I	A/R	I/C/R	I/C/R					
ITSCM.2.8 Create test scripts						A/R	I/C/R	I/C/R					
ITSCM.2.9 Finalise Test Plan					A/R	R							
ITSCM.2.10 Perform DRP test						A/R	I/C/R	I/C/R				I/C/R	
ITSCM.2.11 Evaluate and report results						A/R	I/C/R	I/C/R				I/C/R	
ITSCM.3.1 Assess initial damage	I/C	I/C	I/C	I/C	I/C	A/R		I/C/R				I/C/R	

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ITSCM.3.2 Evaluate options					I/C	A/R							
ITSCM.3.3 Communicate response	I	I	I	I	A/R		R	R				I	
ITSCM.3.4 Execute recovery of systems, resources and workplace						A/R	R	R				I	
ITSCM.3.5 Analyse recovery					I	A/R	I/C/R					I	
ITSCM.3.6 Execute plans for return to normal						A/R	I/C/R					I	
ITSCM.3.7 Produce IT Service Continuity Report (for MPR/MSR)	I	I	I	I	I	A/R		I	I/C			I	
ITSCM.4.1 Evaluate reviews and audit results					I	A/R	I/C	I/C				I/C	
ITSCM.4.2 Assess changes for impact on DRP						A/R					I/C		
ITSCM.4.3 Check if the evaluation reports major changes						A/R		I			I		
ITSCM.4.4 Update plan, procedures and technology solution					I	A/R	I/C/R	I/C/R			I		
ITSCM.4.5 Prepare information for CMDB update with plan and procedures						A/R				I			
ITSCM.4.6 Provide awareness, education and training					I	A/R		I/C/R				I/C/R	
ITSCM.4.7 Perform post change test						A/R	R	R					
ITSCM.4.8 Perform annual DRP test	I	I	I	I	I	A/R	I/C/R	I/C/R			I	I	
ITSCM.4.9 Analyse test results						A/R		R					
ITSCM.4.10 Create Test Reports						A/R		R					
ITSCM.4.11 Communicate Test Reports	I	I	I	I	I	A/R	I	I	I			I	

Table 4-1: ITSCM RACI Table

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Communication interfaces with DG TAXUD A4/ISD

Interface description communication with DG TAXUD A4/ISD	Direction	Format
ITSCM 1 Define DRP		
Commission IT DRP (DLV.8.2.3.1.1, DLV.8.2.3.1.2)	Outgoing	CIRCA publication
Commission IT DRP approved (DLV.8.2.3.1.1, DLV.8.2.3.1.2)	Incoming	E-mail and/or mail
ITSCM 2 Implement DRP		
T€S IT DRP (DLV.8.2.3.2.1, DLV.8.2.3.2.2)	Outgoing	CIRCA publication
T€S IT DRP approved (DLV.8.2.3.2.1, DLV.8.2.3.2.2)	Incoming	E-mail and/or mail
Commission IT DRP Test Plan (DLV.8.2.3.1.4.1)	Outgoing	CIRCA publication
Commission IT DRP Test Plan approved (DLV.8.2.3.1.4.1)	Incoming	E-mail and/or mail
T€S IT DRP Test Plan (DLV.8.2.3.2.4.1)	Outgoing	CIRCA publication
T€S IT DRP Test Plan approved (DLV.8.2.3.2.4.1)	Incoming	E-mail and/or mail
ITSCM 4 Perform DRP Ongoing Operations		
Commission IT DRP Service Continuity Test report (DLV.8.2.3.1.4.2)	Outgoing	CIRCA publication
Commission IT DRP Service Continuity Test report approved (DLV.8.2.3.1.4.2)	Incoming	E-mail and/or mail
T€S IT DRP Service Continuity Test report (DLV.8.2.3.2.4.2)	Outgoing	CIRCA publication
T€S IT DRP Service Continuity Test report approved (DLV.8.2.3.2.4.2)	Incoming	E-mail and/or mail
IT service continuity report created (DLV.8.2.3.2)	Outgoing	CIRCA publication

Table 4-2: ITSCM Communication interfaces with DG TAXUD A4/ISD

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4.4 Level 3: IT Service Continuity Management

Procedures			
<table border="1" data-bbox="284 539 509 656"> <tr> <td data-bbox="292 546 395 568">ITSCM.1.1</td> </tr> <tr> <td data-bbox="292 573 501 649">Gather DRP requirements per business thread</td> </tr> </table>	ITSCM.1.1	Gather DRP requirements per business thread	<p data-bbox="539 472 906 510"><u>ITSCM.1: Define DRP</u></p> <p data-bbox="539 544 1377 622">ITSCM.1.1: Gather DRP requirements per business thread</p> <p data-bbox="539 663 1422 842">With the help of the business thread responsible persons (DG TAXUD A3/Tax/Exc/Cust) it is processed to an identification of places where DRPs are required, per business thread. It is then checked where DRPs are already in place, and where specific DRPs are missing.</p> <p data-bbox="539 880 1394 947">Existing DRP documents and measures for these environments (if any) are then collected and reviewed.</p> <p data-bbox="539 985 1445 1088">The minimum acceptable level of IT service (and the maximum allowed time of operating at that level) is defined per IT environment, per business thread.</p> <p data-bbox="539 1126 1422 1232">For each business thread, the findings and requirements are consolidated in a report (DLV 8.2.3.1.1 and DLV 8.2.3.2.1), used in the next step of the process.</p> <p data-bbox="539 1270 711 1299">In the report:</p> <ul data-bbox="544 1339 1445 1585" style="list-style-type: none"> <li data-bbox="544 1339 1445 1406">• The scope of the plan is determined for applications, geographical areas and threat types covered; <li data-bbox="544 1444 1366 1512">• The Service Level, recovery time objectives and application recovery prioritisation are collected; <li data-bbox="544 1550 927 1585">• A risk analysis is defined.
ITSCM.1.1			
Gather DRP requirements per business thread			
<table border="1" data-bbox="284 1621 509 1738"> <tr> <td data-bbox="292 1628 395 1650">ITSCM.1.2</td> </tr> <tr> <td data-bbox="292 1664 501 1722">Define DRP scope per business thread</td> </tr> </table>	ITSCM.1.2	Define DRP scope per business thread	<p data-bbox="539 1621 1355 1659">ITSCM.1.2: Define DRP scope per business thread</p> <p data-bbox="539 1697 1445 1877">For each business thread, and per IT environment identified in ITSCM 1.1, the responsibility for creating a DRP is defined. Since the NAs infrastructures are managed, operated and supported by these NAs, the DRPs for those infrastructures fall under their responsibility.</p> <p data-bbox="539 1915 1445 1982">The mission reports in the ITSM Webportal and CIRCA are analysed, to highlight any missing DRPs in the NAs.</p> <p data-bbox="539 2020 1422 2049">Since the ITSCM process is in the phase of first being implemented,</p>
ITSCM.1.2			
Define DRP scope per business thread			

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	<p>movement of facilities and personnel is left out of scope. Future improvements will add these elements to the DRPs then to be implemented.</p>		
<table border="1"> <tr> <td>ITSCM.1.3</td> </tr> <tr> <td>Make a DRP proposal per business thread</td> </tr> </table>	ITSCM.1.3	Make a DRP proposal per business thread	<p>ITSCM.1.3: Make a DRP proposal per business thread</p> <p>Per business thread, a DRP proposal is created. All these proposals address security, environmental and infrastructure risk analysis techniques, SPOFs (as indicated by the Availability Management process), a list of countermeasures for risk mitigation and an implementation plan and costs.</p> <p>The DRP proposals are based on the requirements as identified by the specific business threads and gathered under ITSCM 1.1.</p>
ITSCM.1.3			
Make a DRP proposal per business thread			
<table border="1"> <tr> <td>ITSCM.1.4</td> </tr> <tr> <td>Initiate DRP project per business thread</td> </tr> </table>	ITSCM.1.4	Initiate DRP project per business thread	<p>ITSCM.1.4: Initiate DRP project per business thread</p> <p>When the DRP and countermeasures proposals have been approved, a DRP project is initiated per business thread. The project consists in developing a detailed DRP and implementing the countermeasures that have been identified.</p> <p>If a DRP project needs infrastructure changes, these infrastructure requirements are requested to the ITSM Infrastructure Management process.</p>
ITSCM.1.4			
Initiate DRP project per business thread			
<table border="1"> <tr> <td>ITSCM.2.1</td> </tr> <tr> <td>Specify organisational requirements</td> </tr> </table>	ITSCM.2.1	Specify organisational requirements	<p><u>ITSCM.2: Implement DRP</u></p> <p>ITSCM.2.1: Specify organisational requirements</p> <p>When a DRP project starts, this elementary process and the “ITSCM 2.5” one are executed in parallel.</p> <p>The required organisational roles within the management and execution of the DRP are identified. Amongst other, a crisis management team, including DG TAXUD A4/ISD representatives, is appointed. When this team is established, a full list of contact names and data is developed. This list is distributed to the appropriate audience.</p> <p>Furthermore, a list of roles and human resources needed for each DRP is established. This list allows establishing the DRP Resources List. This is a list of personnel to fill each role (with the appropriate redundancy for backup) and provide contact details (i.e. names, mobile and fixed phone numbers). The fact that redundancy is needed might identify training needs for personnel not currently involved in the specific operations for the DRP. Training needs are consolidated into a DRP Training Requirements List.</p> <p>For each NA, a list of IT personnel must be established and kept up to date, identifying who manages, operates and supports the</p>
ITSCM.2.1			
Specify organisational requirements			

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	<p>infrastructure, if within scope of the business thread DRP.</p> <p>Communication is an important element in service recovery in case of handling a disaster. Thus the DRP plan contains a communication structure and content, mapped to the DRP organisation.</p>		
<table border="1"> <tr> <td>ITSCM.2.2</td> </tr> <tr> <td>Define ITSCM procedures</td> </tr> </table>	ITSCM.2.2	Define ITSCM procedures	<p>ITSCM.2.2: Define ITSCM procedures</p> <p>For the whole infrastructure, on which the business threads DRP relies, it is checked if the necessary procedures are in place. In case some are missing, the responsible support group is contacted for taking follow-up actions.</p> <p>All documented procedures are consolidated into the ODL. This library must be made available to all parties involved in the DRP. For redundancy reasons, besides a document management system, paper copies are kept available to all personnel involved (also off-site).</p>
ITSCM.2.2			
Define ITSCM procedures			
<table border="1"> <tr> <td>ITSCM.2.3</td> </tr> <tr> <td>Implement staffing requirements</td> </tr> </table>	ITSCM.2.3	Implement staffing requirements	<p>ITSCM.2.3: Implement staffing requirements</p> <p>When the DRP Resources lists are finalised, an awareness campaign is launched, so that all personnel involved is informed that they will be relied on in case of a disaster.</p>
ITSCM.2.3			
Implement staffing requirements			
<table border="1"> <tr> <td>ITSCM.2.4</td> </tr> <tr> <td>Implement training requirements</td> </tr> </table>	ITSCM.2.4	Implement training requirements	<p>ITSCM.2.4: Implement training requirements</p> <p>The funding issues regarding the DRP Training Requirement List are considered as this stage. A request is made to the appropriate departments, for securing the necessary budgets.</p> <p>When funds are available, coordination and follow-up of the training requirements until implementation is undertaken. On a bi-annual basis, the individual training plans are reviewed per support group.</p>
ITSCM.2.4			
Implement training requirements			
<table border="1"> <tr> <td>ITSCM.2.5</td> </tr> <tr> <td>Specify external services requirements</td> </tr> </table>	ITSCM.2.5	Specify external services requirements	<p>ITSCM.2.5: Specify external services requirements</p> <p>Often the execution of a DRP relies on external services. In case one or more external parties need to be involved, their services will be specified in this activity, for each business thread DRP.</p> <p>For those instances, the ITSM Service Level Manager is consulted, so that the proper OLAs can be drafted and signed between the parties involved.</p>
ITSCM.2.5			
Specify external services requirements			
<table border="1"> <tr> <td>ITSCM.2.6</td> </tr> <tr> <td>Procure external services</td> </tr> </table>	ITSCM.2.6	Procure external services	<p>ITSCM.2.6: Procure external services</p> <p>Based on the OLAs requirement list, the necessary procurement actions are initiated.</p>
ITSCM.2.6			
Procure external services			

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ITSCM.27

Specify
test scenario

ITSCM.2.7: Specify test scenario

As soon as necessary organisational measures are in place, involved staff has been trained and required external services are procured, the DRP test plans need to be created and/or adapted.

In case of an existing DRP test plan, this activity will be triggered when DRP tests results have revealed an issue, during one of the ongoing DRP operations tests.

For each DRP, a proper test scenario needs to be decided on. DRP testing is not only about securing IT services against future disasters; the testing itself imposes a threat to the continuation of services. It is therefore needed that DRP testing be carefully planned and an individual backup scenario be available.

Different test scenarios may need to be executed in an iterative cycle. The ITSM Service ITSM Continuity Manager checks with the owner of the various DRPs, as to which scenario needs to be tested. Of course, a walk-through test that is deemed successful needs to be followed up with a partial and/or full test. Ultimately, all DRPs need to be tested with a scenario that checks the interfacing between all portions of the IT infrastructure contribution to the service.

For informational purposes, here are some possible tests options:

- Walk-through tests to be conducted when the plan has been produced, simply by getting the relevant people together to see if the plan(s) at least work in a simulated way;
- Full tests to be conducted as soon as possible after the plan production and at regular intervals (at least once a year) thereafter. They involve the impacted business units, to assist in proving the capability to recover the services appropriately. They will, as far as possible, replicate an actual invocation of all stand-by arrangements and involve external parties where planned. The tests not only prove recovery of the IT services but also the recovery of the business processes. The full tests may be announced or unannounced. The first test of the plan is likely to be announced and carefully planned, but subsequent tests may be 'sprung' on key players without warning. It is also essential that Application Management and the DG TAXUD A3/Tax/Exc/Cust responsables get involved. As stated before, backup planning of DRP tests are required as well, since IT services are often particularly vulnerable to human error during DRP testing;
- Partial tests to be undertaken where recovery of certain elements of the overall plan is tested, such as single services or servers. These types of tests are executed in addition to the full test. The full test is the best way of testing that all services can be recovered

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	<p>in required timescales and can run together on the recovery systems;</p> <ul style="list-style-type: none"> Scenario tests to be used to test reactions and plans to specific conditions, events and scenarios. They include testing that BCPs and IT Service Continuity Plans interface correctly with each other, as well as interfacing with all other plans involved in the handling and management of a major incident. 		
<table border="1"> <tr> <td>ITSCM.2.8</td> </tr> <tr> <td>Create test scripts</td> </tr> </table>	ITSCM.2.8	Create test scripts	<p>ITSCM.2.8: Create test scripts</p> <p>For each DRP, and based upon the choice of the test scenario, a test script is written by the DRP owner. This script outlines the detailed actions, procedures, responsibilities, communication, test criteria and required recovery times.</p>
ITSCM.2.8			
Create test scripts			
<table border="1"> <tr> <td>ITSCM.2.9</td> </tr> <tr> <td>Finalise Test Plan</td> </tr> </table>	ITSCM.2.9	Finalise Test Plan	<p>ITSCM.2.9: Finalise Test Plan</p> <p>Each test plan goes through the approval of DG TAXUD A4/ISD, whether they are based on a partial or full test scenario.</p> <p>As these tests must be done under the control of Change Management (and therefore an RfC needs to be raised for each test), approval is obtained via the CAB.</p> <p>The outcome of this elementary process are the Commission IT DRP Test Plan (DLV.8.2.3.1.4.1) and the T€S IT DRP Test Plan (DLV.8.2.3.2.4.1).</p>
ITSCM.2.9			
Finalise Test Plan			
<table border="1"> <tr> <td>ITSCM.2.10</td> </tr> <tr> <td>Perform DRP test</td> </tr> </table>	ITSCM.2.10	Perform DRP test	<p>ITSCM.2.10: Perform DRP test</p> <p>Each DRP in scope is tested. This is done in a controlled manner, by submitting the tests to Change Management control. The risks of testing need to be identified in the CAB meeting and within a test plan, as well as fall-back scenario needs to be developed for the RfC.</p>
ITSCM.2.10			
Perform DRP test			
<table border="1"> <tr> <td>ITSCM.2.11</td> </tr> <tr> <td>Evaluate and report results</td> </tr> </table>	ITSCM.2.11	Evaluate and report results	<p>ITSCM.2.11: Evaluate and report results</p> <p>In the PIR of the RfC, the test results are evaluated, while making sure that any issue is raised. A follow-up is done on issues; recommendations are made for changes to the DRP, procedures and plans via Continuous Service Improvement, Application Management and/or IT Infrastructure Management.</p> <p>At this stage, the DRP is achieved and made available to any concerned parties. The Commission IT DRP (DLV.8.2.3.1.1, DLV.8.2.3.1.2) and the T€S IT DRP (DLV.8.2.3.2.1, DLV.8.2.3.2.2) are respectively sent to DG TAXUD A4/ISD and the NAs. The ongoing operations can be started.</p>
ITSCM.2.11			
Evaluate and report results			
	<p><u>ITSCM.3: Invoke DRP</u></p>		

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<div style="border: 1px solid black; padding: 2px; width: fit-content;">ITSCM.3.1</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Assess initial damage</div>	<p>ITSCM.3.1: Assess initial damage</p> <p>In case of an incoming IT Service Continuity incident alert, all relevant information is gathered. To do so, all parties contributing to the services of the business threads are contacted. These parties establish the scope and impact of the damage. This information is compiled into an assessment report, which is an internal ITSM document.</p> <p>To allow this assessment to work efficiently, an upfront template is developed, on which are outlined all the questions to be asked in case of a disaster. This template helps obtaining a quick assessment of the situation.</p> <p>If the outcome of the assessment reveals a crisis, the crisis management team is contacted for holding an assembly. Depending on the criticality of the crisis, the IT Service ITSM Continuity Manager initiates the realisation of the options he/she has identified, or waits for the crisis team to assemble.</p> <p>The next step is to evaluate options for solving this continuity incident (ITSCM.3.2).</p> <p>If this alert is initially not considered to be a crisis, an incident is raised through the ITSM Incident Manager.</p>
<div style="border: 1px solid black; padding: 2px; width: fit-content;">ITSCM.3.2</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Evaluate options</div>	<p>ITSCM.3.2: Evaluate options</p> <p>Contact is made with the crisis management team, to communicate the assessment made at the preceding step and evaluate the available options. The crisis management team decides which options are retained, and how the recovery is best achieved.</p>
<div style="border: 1px solid black; padding: 2px; width: fit-content;">ITSCM.3.3</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Communicate response</div>	<p>ITSCM.3.3: Communicate response</p> <p>The crisis manager (or his spokesperson), appointed before the disaster happens, is the only person who communicates to DG TAXUD A4/ISD and the ITSM management team. A press release and/or notification are prepared for the DG TAXUD A4/ISD and the NAs, who can decide to issue this through the proper channels. This response outlines the actions to take, the probable recovery time, and the impact on the business that the disaster has caused.</p> <p>When the recovery is executed, another communication is done for a status update.</p>
<div style="border: 1px solid black; padding: 2px; width: fit-content;">ITSCM.3.4</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Execute recovery of systems, resources and workplace</div>	<p>ITSCM.3.4: Execute recovery of systems, resources and workplace</p> <p>Based on the recovery options selected, the various DRPs for the IT</p>

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	<p>areas impacted by the disaster are executed.</p> <p>As the ITSCM process is only currently being implemented, the recovery or move to alternative workplaces for the personnel is considered out of scope for now.</p> <p>If the recovery is successful, an analysis of the IT Service provisioning is done (ITSCM.3.5). If the situation is not recovered, other options for countermeasures are evaluated again, in order to recover properly (ITSCM.3.2).</p>		
<table border="1"> <tr> <td>ITSCM.3.5</td> </tr> <tr> <td>Analyse recovery</td> </tr> </table>	ITSCM.3.5	Analyse recovery	<p>ITSCM.3.5: Analyse recovery</p> <p>When all the relevant DRPs have been executed, an analysis of the IT Services delivered is done, as well as a check if all services are again delivered at the required service levels. Reporting is also done on the timing within which the recovery was executed.</p> <p>If the DRP is unsuccessful, and the service provision is (partially) not recovered, the issues need to be outlined and a solution proposed (buy other equipment ...). The crisis management team initiates actions and approves for funding of any investment needed.</p> <p>Next actions consist of executing the plans for return to normal situation (ITSCM.3.6) and producing the IT Service Continuity Report (ITSCM.3.7).</p>
ITSCM.3.5			
Analyse recovery			
<table border="1"> <tr> <td>ITSCM.3.6</td> </tr> <tr> <td>Execute plans for return to normal</td> </tr> </table>	ITSCM.3.6	Execute plans for return to normal	<p>ITSCM.3.6: Execute plans for return to normal</p> <p>As the ITSCM process is only currently being implemented, it is assumed that the DRPs fulfil the need for disaster recovery. The possible requirement for alternate workplaces is currently left out of scope, and it is assumed that no plans for return to normal are needed for any office facilities recovery.</p> <p>After DRP has been applied, this sub-process ends (the normal service is restored).</p>
ITSCM.3.6			
Execute plans for return to normal			
<table border="1"> <tr> <td>ITSCM.3.7</td> </tr> <tr> <td>Produce IT Service Continuity Report (for MPR/MSR)</td> </tr> </table>	ITSCM.3.7	Produce IT Service Continuity Report (for MPR/MSR)	<p>ITSCM.3.7: Produce IT Service Continuity Report (for MPR/MSR)</p> <p>A consolidated report (Reporting on IT service Continuity Management, DLV.8.2.3.2) is produced for the ITSM Service Level Manager, in which the findings are presented:</p> <ul style="list-style-type: none"> • Actual recovery time of the services, versus the required recovery time; • Issues found during the recovery.
ITSCM.3.7			
Produce IT Service Continuity Report (for MPR/MSR)			

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<div data-bbox="284 320 507 436" style="border: 1px solid black; padding: 5px;"> <p>ITSCM.4.1</p> <p>Evaluate reviews and audit results</p> </div>	<p><u>ITSCM.4: Perform DRP Ongoing Operations</u></p> <p>ITSCM.4.1: Evaluate reviews and audits results</p> <p>The plan and deliverables are regularly reviewed and audited for practicality and completeness.</p> <p>The findings of these evaluations are documented in a DRP Review Report or Audit Report (internal ITSM documents).</p> <p>If the reviews and audits results are positive, this iteration of the ongoing operations sub-process is ended.</p> <p>If some findings show problems about continuity, then additional actions are required, starting from ITSCM 4.4.</p>
<div data-bbox="284 824 507 940" style="border: 1px solid black; padding: 5px;"> <p>ITSCM.4.2</p> <p>Assess changes for impact on DRP</p> </div>	<p>ITSCM.4.2: Assess changes for impact on DRP</p> <p>This step is performed whenever a DRP is in place and ongoing operations have been started.</p> <p>It is here ensured that the ITSM Service Continuity Manager is invited to the CAB meetings, which are held regularly. In this way, it is ensured that all RfCs are assessed against their impact on the DRP plans. Also the need of revising the DRP or the change is identified, in order to accommodate the organisations' needs.</p> <p>The ITSM Change Manager is asked for evaluation of the ITSCM changes. This evaluation is given back as an input for the ITSCM 4.3 elementary process.</p>
<div data-bbox="284 1361 507 1478" style="border: 1px solid black; padding: 5px;"> <p>ITSCM.4.3</p> <p>Check if the evaluation reports major changes</p> </div>	<p>ITSCM.4.3: Check if the evaluation reports major changes</p> <p>In this step, the evaluation report provided in ITSCM.4.2 by the ITSM Change Manager is examined. If major changes are identified, the step ITSCM.4.6 is executed (for providing necessary trainings). If no major changes are found, the flow continues with the ITSCM.4.4 step.</p>
<div data-bbox="284 1702 507 1818" style="border: 1px solid black; padding: 5px;"> <p>ITSCM.4.4</p> <p>Update plan, procedures and technology solution</p> </div>	<p>ITSCM.4.4: Update plan, procedures and technology solution</p> <p>This step is performed when no major changes are identified in the evaluation report provided by ITSM Change Manager at step ITSCM 4.3.</p> <p>To ensure that the DRP, its related procedures and technical solutions are updated as indicated in the DRP Review Report or Audit report, they are consolidated in an ITSCM Revision Requirements Report</p>

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	<p>(internal ITSM document). RfCs are raised for the appropriate groups and actions to be undertaken. When all revisions have been completed, an internal ITSM document is issued: the Completion Report.</p> <p>The following deliverables are produced: Commission IT DRP (DLV.8.2.3.1.1, DLV.8.2.3.1.2) and T€S IT DRP (DLV.8.2.3.2.1, DLV.8.2.3.2.2).</p>		
<table border="1"> <tr> <td>ITSCM.4.5</td> </tr> <tr> <td>Prepare information for CMDB update with plan and procedures</td> </tr> </table>	ITSCM.4.5	Prepare information for CMDB update with plan and procedures	<p>ITSCM.4.5: Prepare information for CMDB update with plan and procedures</p> <p>To ensure the CMDB always contains the latest version of plans and procedures, the Configuration Management is informed that DRPs and procedures (if they are under Change Management control) have been adjusted. This notification is issued by initiation of an RfC. As a result, the CI list is updated by Configuration Management.</p>
ITSCM.4.5			
Prepare information for CMDB update with plan and procedures			
<table border="1"> <tr> <td>ITSCM.4.6</td> </tr> <tr> <td>Provide awareness, education and training</td> </tr> </table>	ITSCM.4.6	Provide awareness, education and training	<p>ITSCM.4.6: Provide awareness, education and training</p> <p>This step is performed when the evaluation report (provided by ITSM Change Manager at step ITSCM.4.3) identifies major changes.</p> <p>Educational material is developed and an awareness campaign is launched. The goal is to ensure that the personnel within the organisation and external stakeholders are aware of the policies and procedures (related to the invocation of the DRP and their responsibilities). Education and trainings are provided for that purpose.</p>
ITSCM.4.6			
Provide awareness, education and training			
<table border="1"> <tr> <td>ITSCM.4.7</td> </tr> <tr> <td>Perform post change test</td> </tr> </table>	ITSCM.4.7	Perform post change test	<p>ITSCM.4.7: Perform post change test</p> <p>In case of a major change to the IT infrastructure, a test of the DRP is performed. This ensures that, after a change has occurred, the ITSCM measures are still sufficient to provide the required level of assurance. The impact of every major change on the DRP is then investigated.</p>
ITSCM.4.7			
Perform post change test			
<table border="1"> <tr> <td>ITSCM.4.8</td> </tr> <tr> <td>Perform annual DRP test</td> </tr> </table>	ITSCM.4.8	Perform annual DRP test	<p>ITSCM.4.8: Perform annual DRP test</p> <p>The ITSCM plan must meet the agreed requirements, because the required IT services must stay available in the event of extended disruption or a state of disaster. For that purpose, annual DRP tests are performed.</p> <p>The consolidated DRP library is consulted and for each DRP a test is scheduled. This is done under Change Management control, as some of these tests might endanger the production environments if unsuccessful.</p>
ITSCM.4.8			
Perform annual DRP test			

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<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">ITSCM 4.9</td> </tr> <tr> <td style="text-align: center;">Analyse test results</td> </tr> </table>	ITSCM 4.9	Analyse test results	<p>ITSCM.4.9: Analyse test results</p> <p>To ensure that the results of ITSCM testing for Annual and Post Change tests are thoroughly examined for compliance and exceptions, it is verified (for each DRP involved) that the test criteria and results meet the requirements for recovery of the services.</p> <p>The test results are used to initiate an RfC (which will end up in a new CAL entry added by the Continuous Service Improvement Program), as well as by Application Management and/or IT Infrastructure Management, if the test results prove that the recovery within the foreseen timescales is no longer guaranteed.</p> <p>In some cases, there can be a request to change one of the other ITSM processes or procedures (most likely Incident Management and/or ICT Infrastructure Management). Indeed, continuity alerts and information gathering can be very depending upon these processes.</p> <p>If a problem is identified during this analysis step, the ITSM Problem Manager is asked to handle its resolution.</p>
ITSCM 4.9			
Analyse test results			

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<table border="1"> <tr> <td>ITSCM.4.10</td> </tr> <tr> <td>Create Test Reports</td> </tr> </table>	ITSCM.4.10	Create Test Reports	<p>ITSCM.4.10: Create Test Reports</p> <p>The results of the tests are captured with appropriate detail, so that useful conclusions can be drawn. In order to structure the test result data, a template is developed in which all test data and results are fed. The resulting document is entitled DRP Test Report, which is an internal ITSM document.</p> <p>If issues were found in the tests, a new test scenario is needed. The step ITSCM.2.7 is triggered for that purpose.</p> <p>If no issues have been found, the next step ITSCM.4.11 is executed.</p>
ITSCM.4.10			
Create Test Reports			
<table border="1"> <tr> <td>ITSCM.4.11</td> </tr> <tr> <td>Communicate Test Reports</td> </tr> </table>	ITSCM.4.11	Communicate Test Reports	<p>ITSCM.4.11: Communicate Test Report</p> <p>The DRP Test Report is communicated to the internal stakeholders (sent by e-mail and posted on ITSM Collaborative tool) and to the external ones.</p> <p>The outcome of this elementary process are the Commission IT DRP Test Report (DLV.8.2.3.1.4.2) and the T€S IT DRP Test Report (DLV.8.2.3.2.4.2).</p>
ITSCM.4.11			
Communicate Test Reports			