



The Roles and Responsibilities of ITIL Release Management Process

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THE ROLES AND RESPONSIBILITIES OF ITIL RELEASE MANAGEMENT PROCESS

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Abstract

ITIL Release Management is a process of deploying new software and hardware components in the live environment. In this paper first present a background of IT service Management and ITIL. In the second section describes the ITIL Release Management Process and third section identifies the problems and challenges in implementing ITIL Release Management Process. Finally we created and describes the roles and responsibilities of ITIL Release Management Process.

Keywords: ITIL, Release Management, Challenges, Roles, Responsibilities

1.1 Background

IT service management (ITSM) defines the complete activities – intended by policies, arranged and strategized in methods and assisting methods which are executed by a company or part of the company to prepare, distribute, control and manage IT services provided to clients. Therefore, it is related with the accomplishment of excellent IT services that cater to the requirements of customers and is achieved in the IT service contributor all the way through fitting combination of technicians, methods with information technology.

In the last few decades many companies have developed automation, making use of information and communication technologies (ICT). Many manufacturing companies after seeing this drastic change, moved to service industries (Chesbrough H et al. 2006). At present, Information Technology (IT) is no more mere hardware, software, systems and PCs. IT has become popular as a service providing area (Van Bon J et al. 2007a).

IT Service Management (ITSM) has become a division of service sciences. It is a combination of computer science, operations research, industrial engineering, business strategy, management sciences, social and cognitive sciences, and managerial hypothesis (Galup S et al. 2009). The foremost objective of ITSM is to support industrial needs with IT services and offer services to companies (Deutscher J et al. 2010). In the beginning ITSM was identified as service-related Information Technology Management (ITM) that concentrated regarding infrastructure management and customer related issues in the last few decades. But at present, the acronym ITSM has popularized its stand as a specific field, and the main purpose of it is, to provide excellent service to IT services (Van Bon J et al, 2007a) .

Structures and principles offer a path for ITSM development. The most outstanding structure is ITIL. ITIL actually stayed for the Information Technology Infrastructure Library, unfortunately, this

explanation will never be possible in the latest ITIL texts. Because the possibility in the present scenario for ITIL is not adequate to the infrastructure. ITIL offers excellent chances for ITSM with a set of incorporated methods (Van Bon J et al. 2007a). Besides this, there are most important ITSM structures like Capability Maturity Model Intergration (CMMI), COBIT and Six Sigma. CMMI incorporates various software engineering development representations into a structure. COBIT arranges IT capabilities, execution, and menace into a integrated frameworks that supports in the assessment, development, and comprehension. Six Sigma aims at developing IT methods potential and reducing method variation with the utilization of capacity paraphernalia. The prime universal yardstick of ITSM, ISO 20000, offers an integrated method approach for offering administered services to company and customers (Van Bon J et al. 2007a). Every structure stresses various facets, although incorporation is possible there.

There are various perceptions to incorporate ITSM process. One approach is to incorporate an ITSM method with another ITSM process. To be frank, the actual function of ITIL is this. There is another perception where ITIL can be implemented with the method to incorporate ITSM methods within a company. The objective of this perception is to transform the modes people are comfortable with. The other technological incorporation appraoch is Enterprise Integration (EI) that assists the extension of ITSM methods over the industrial limitations. This sort of service has been given little consideration. So, the EI application for ITSM method incorporation was selected for this reearh to be experimented more accurately and felt the perfect result of process incorporation (Weske et al. 2007).

ISO 20000 is the opening universal standard in ITSM. The aim of the usual is to show the potential required for service quality administration in IT sector. The standard assures that the IT Company has performed a particular height of excellence in its services and methods. Though ISO 20000 offers needs for best qualified practice and accomplishment, the demands are supposed to be quite common and particular (Clifford et al. 2008, Ruh. W et al. 2001).

The ISO 20000 standard be made public on 2005 15th December. It restored the already existing BS 15000 standard that gave importance on demands for an ITSM quality executive system. On the other hand, the BS 15000 standard was built upon the ISO 9000 standard that offered common methods for arrangement of management. Not only that, the first edition of ITIL have been the beginning point for ITSM standard progression (Van Bon J et al., 2007a; Clifford et al. 2008).

1.2 ITIL Best Practice structure

Service administration developed its attractiveness on the 1980s congregating production and IT at the similar time. In spite of the drastic development, service administration faced a lot of incompetence services. After getting influenced by this, UK offered a document, which afterwards expanded to more than 40 books comprising of guidelines on how to develop service management to uphold business. This compilation of literature is described as ITL (OGC 2007d; Van Bon et al. 2008).

Even after in receipt of the standard of de facto, ITIL is not considered to be a standard one. ITIL is a compilation of ITSM welcoming practices which have inspired considerably on the recognized standard of ITSM, British Standard 15000. Besides this, the afterward established ISO 20000 has engrossed controls from ITIL (OGC 2007d).

At present, there is a third version of ITIL, at the same time the 2011 document of the third version can be regarded as the fourth version. The third vesion with six books follows the ITIL Service Lifecycle. The implementation of ITIL works jointly in IT Service Management Forum (itSMF) (OGC 2007d).

1.3 ITIL Service Lifecycle

The central point of ITIL is Service Lifecycle that is given in figure 1.1 The Service Lifecycle comprises of Service Strategy, Service Design, Service Operation, Service Transition and continual Service Improvement (CSI). Everyone of these ITIL Service Lifecycle divisions encloses particular methods that uphold the purposes planned for that specific division (OG 2007a).

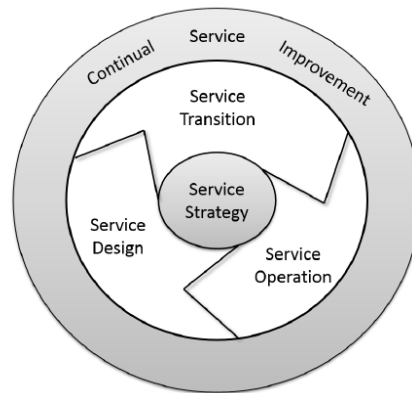


Figure 1.1 ITIL Service Life Cycle(OGC 2007a)

Service Strategy is the heart of the service lifecycle. It turns the remaining parts and provides well-planned instructions for handling services. The main purpose is to identify and determine the possibilities to cater to needs of the customers. Financial issues and risk management are part of the issues covered by Service Strategy (OGC 2007d).

The most important objectives of Service Design are the value creation and business alignment. It includes policies and procedures required to change business plans and business objectives into long-lasting plans. Having been concretized into the design, Service Strategy Objectives are supported by Service Design.

The main aim of Service Transition is to manage to facilitate services have been undertaken into the manufacture utilization in an organized way. The next important role of this branch is the handling of service transitions (OGC 2007e).

Functional level programmes are achieved at the Service Operation division of the ITIL Service Lifecycle (OGC 2007d). When everyday programmes are managed in this part, Service Operation has also been accountable for competent implementation of methods. In addition to that, Service Operation makes certain that support operations function properly and services perform their business goals. (OGC 2007c).

The quality of services all over an IT organization is improved by CSI targets. CSI supports IT services to varying commercial requirements by assessing and examining development prospects collectively with service level upshots (OGC 2007a; Zhang et al. 2009).

The Lifecycle of services begins with the Service Strategy that describes the service assortment comprising entire all the early, present and future innovative services. The service assortment lines up commercial requirement to service instructions. The major objective of the Service plan segment is to classify a service list that holds entire perceptible services. At this time, services are strategized, and a service assurance is provided. Services oblige potentials, that comprise of procedures, skills, devices and essential details, to handle successfully. It is developed in the Service Transition phase. Functional brilliance is performed in the service Delivery point that endeavors to accomplish the service assurance. At last, comment and familiarity are required to implement service incessantly. (Huovinen J et al. 2012).

1.4 ITIL Version 3.0

The ITIL version 3 consists of five book volume published in 2007:

- ITIL Service Strategy
- ITIL Service Design

- ITIL Service Transition
- ITIL Service Operation
- ITIL Continual Service Improvement(OGC, 2007a)

The five central part guides draw the complete ITIL Service Lifecycle, starting by the recognition of client requirements and drivers of IT requisites, in the course of the plan and development of the examination into the function and at last, scheduled to the observation and development stage of the service.

ITIL Service Strategy

The ITIL Service Strategy dimensions present instructions on explanation and precedence of service contributor. By and large, Service Strategy aims at serving IT organizations develop and implement for an enduring time. Equally, in all way, Service Strategy depends primarily on market-driven method. Crucial themes included comprises service value description, business-case development, service resources, marketplace analysis, and service supplier types (Helen Morris et al. 2012).

The process list enclosed:

- Financial management
- Demand Management
- Service Portfolio Management

ITIL Service Design

The ITIL Service Design dimensions presents well-trained instructions on the drawing of IT services, methods, and various characteristics of the client business service administration endeavor. Notably, plan into ITIL is comprehended to include entire constituents appropriate to machinery service supply, instead of concentrating only on the plan of the technology. By itself, Service Design deals with the way how a stargazed service clarification communicates with the highly wide commercial and technical situations, service administration methods necessitated to uphold the service, procedures that work together with the service, knowledge, and architecture demanded to uphold the service, and the delivery series needed to carry the strategized service. The blueprint effort for an IT service is combined into a distinct Service Design Package (SDP) in the ITIL v2. In the service catalogues, Service Design Packages besides various instructions regarding services are managed. (David Canno et al. 2012).

The process list enclosed:

- Service Catalogue Management
- Service Level Management
- Risk Management
- Capacity Management
- Availability Management
- IT Service Continuity Management
- Information Security Management
- Compliance Management
- IT Architecture Management
- Supplier Management

ITIL Service Transition

Service Transition, links to the supply of service demanded by a company into existing/functional exercise as the ITIL Service Transition volume has explained, and regularly includes the “assignment”

part of IT instead “BAU” (Business as usual). As to handle topics like transition to the “BAU” condition, Service Transition covers this area too. (AXELOS 2012).

List of enclosed processes:

- Service Asset and Configuration Management
- Service Validation and Testing
- Evaluation
- Release Management
- Change Management
- Knowledge Management ITIL Service Operation

Service Operation

As explained in the ITIL Service Operation dimensions, excellent exercises for executing the supply of approved stages of services equally for both to users at the last level and the clients service operation, Linthicum et al. (2010) has become a part of the lifecycle and this is the place where the services and importance are honestly contributed. Not only that, there is a sincere consideration of observation of issues and steadiness between service trustworthiness and price. The activities are technological administration, application administration, operations administration and Service Desk and roles for staff involved in Service Operation.

List of enclosed processes:

- Event Management
- Incident Management
- Problem Management
- Request Fulfillment
- Access Management

ITIL Continual Service Improvement

There are seven processes in the Continual Service Improvements to develop service such as,

1. Describe what you should measure?
2. Define what you can assess?
3. Collect the data
4. Progression the data
5. Investigate the data
6. Presenting and using the data
7. Apply the remedial action (AXELOS 2017)

1.5 RELEASE MANAGEMENT PROCESS

Terminology:

Release: A release is a collection of authorized changes to an IT service. i.e., A collection of hardware, software, documentation, processes or other components required to implement one or more approved changes to IT services. The contents of each release are managed, tested and deployed as a single entity.

Release Unit: A ‘release unit’ describes the portion of a service or IT infrastructure that is normally released together according to the organization’s release policy.

Release Package: A release package may be a single release unit or a structured set of release units, including the associated user or support documentation that is required. Like the definition of release units, factors such as the modularity of components, the amount of change occurring and resources required will be considered when formulating a complete Release Package.(Tim Malone et al. 2009)

Change Management: Change management forms are utilized to convey a finished and tried change into a pre-creation condition alongside an arrangement of instruments and methods for relocating the change into the production environment(Larry Klosterboer 2010).

Build Management: The software, hardware, and documentation that comprise a release unit should be assembled in a controlled manner to ensure a repeatable process. This should include automation where possible for its compilation and distribution, which for large organizations can significantly reduce the Total Cost of Ownership for the services involved.

Release Management: Release Management is an essential key technology for distributing the project/product to the customer.

Deployment: The activity responsible for the movement of approved releases of hardware, software, documentation, process, etc. to test and production environments.

1.5.1 Release and Deployment Management

The process is dependable for planning, preparation and calculating the progress of releases to test pre-production and fabrication environments. The major objective is to make sure the honesty of the production environment.

In combination with the utilize of Change Management, Release and Deployment will improve an organization's capabilities to extend, compile, reuse, distribute and rollback releases by defined policies that improve efficiency and reduce business disruption.

The goal of Release and Deployment:

To install new releases into assembly, transition support to the service operation, and facilitate its practical use to deliver maximum value to the customers.

1.5.2 Objectives of Release and Deployment:

- ✓ To describe and agree upon Release policies, and Release and Deployment plan with clients and stakeholders.
- ✓ To make sure the integrity of constructed release packages and that they are recorded accurately in the Configuration Management System.
- ✓ To ensure that all release packages can be tracked, installed, verified, uninstalled or backed out if necessary.
- ✓ To ensure the necessary skills and knowledge is transfer to support team, customers, end users, suppliers and any other appropriate stakeholders(Larry Klosterboer,2010).

There are least unexpected collision on the fabrication services, clientele and service operations.

The scope of Release and Deployment:

Release and Deployment work strictly in combination with the further Release, Control, and Validation (RCV) processes to allow the quality change of services. The role play explicitly by Release and Deployment is to build, package, validate and allocate authorized service changes to the production systems.

Low Release quality	X	X									
Lack of metrics		X									
Unclear Requirement						X	X				X
Lack of Resource (Time and People)				X			X	X			X
Lack of knowledge related to ITIL Release Management	X			X				X		X	X
Poor Management Support			X					X		X	X
Undefined Training			X							X	

The challenges that are considered, based on those gathered in our literature review and summarized in Table 2.1. The challenges are Release classification, Roles and responsibilities, Poor Process activities, Poor Informing and communication, Low Release quality, Lack of metrics, Lack of Technology / Tools, Unclear Requirement, Lack of Resource, Lack of internal skills/ knowledge related to ITIL Release Management and poor management support.

The Major challenges identified in the literature review in ITIL release management are lack of resource, poor process activities, undefined metrics and undefined roles and responsibilities. These challenges directly create the impact on the quality, schedule and cost of the organizations.

3. The Life Cycle of Release Management

The release management processes are based on the ITIL best practices model. Where a release is defined as a new service or major change to a presented service and service is one or more Information Technology systems which allow a business process. The figure 3.3 show a high-level overview of each sub-process along with a brief description(A Van Der Hoek et al. 2003).

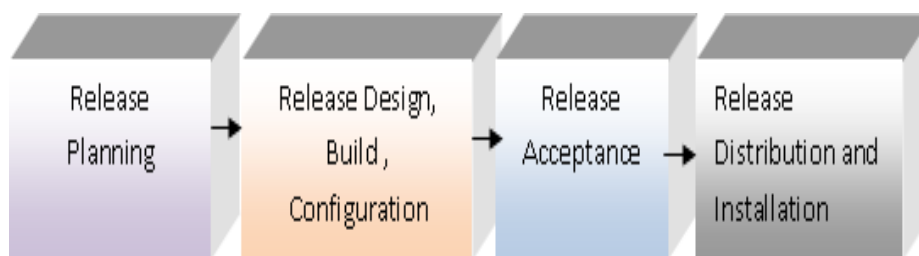


Figure 3.3 Life Cycle of Release Management

1. **Release Planning:** Release planning involves high-level planning, covering all aspects of the release and its impact on the environment.
2. **Release Design, Build, and Configuring:** Working from the release plan, the release planning team will verify that the team is responsible for designing, building, and configuring the release as well as designing initial test plans, has completed all necessary tasks so that release testing can commence.
3. **Release Acceptance:** Independent business staff and IT staff team will perform acceptance testing. Successful testing and rollout planning facilitates release acceptance.

4. **Release Distribution and Installation:** The tasks for installation of the release, including execution of the training, communication and rollout plans, are performed according to the tested and approved installation procedures

4. Roles and Responsibility of Release Management Process

4.1. Release Planning

In release management, the release project manager is notified of the project approval and gathers a team to define the release and create the release approach. The definition and approach are then documented in the release plan, which is submit to the release manager for authorization. If the release plan is accepted the release is sent for design, build and configuration(Shirley Lacy et al. 2007).

Table 4. 1: Release planning

Inputs	<ul style="list-style-type: none"> Request for change (RFC) approved Project approval Policy checklist 	
Tasks	Task Description	Responsibility
	Organize release planning team	Release Project Manager
	Define the release	
	Create release approach	
	Package plan and document in CMDB	
	Distribute plan for review and approval	
	Release plan approved?	Release Manager
Outputs	<p>Release plan including the following:</p> <ul style="list-style-type: none"> Release contents document Release definition, approach, and build plan Release plan (timing & resources) for a specific release High-level test strategy & verification plans for particular release Acceptance criteria for particular release Back out plan Detailed quotes from suppliers, if required Quality plan for a particular release Acceptance test plan for support groups and user groups 	

Table 4.2 Roles and Responsibilities in Planning

Roles	Responsibilities
Release Manager	<ul style="list-style-type: none"> Reviews, then approve or reject the release plans in light of the business calendar and initiatives of the organization
Release Project Manager	<ul style="list-style-type: none"> Coordinates the release planning team’s effort in the development of the detailed release plan Works with appropriate parties to understand business requirements and priorities
Service Owners, Delivery Manager, Release Manager and Development Manager	<ul style="list-style-type: none"> Reviews then approve or reject the release definition and approach Identifies the release definition and approach problem areas if rejected

Release Planning Team	<ul style="list-style-type: none"> • Works with release project manager to develop the detailed release plan
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4.2. Design, Build and Configuring

The Release Design, Build, and Configuring process steps are initiated after the release definition and approach have been approved. It is the accountability of the release project manager to coordinate with production approval and Operations/Development to verify completion of the pieces necessary for the release build. All documentation relating to the build is incorporated into the build plan, to be reviewed by the release project manager. After the build, the plan has been reviewed and any build issues resolved, the build plan is incorporated into the release plan and submitted to the release manager for approval. Once the updated release plan has been approved, release testing and rollout planning can begin

Table 4.3 Design, Building, and Configuring

Inputs	<ul style="list-style-type: none"> • Release plan • Detailed build instructions • Documentation of purchase orders, licenses, and warranties • Quality control check criteria • Identified pilot participants • Results of gap analysis • Formal test scripts • Rollback procedures • Critical success factors and exit criteria Identified for release testing • UAT readiness verification • <i>Identified training and support requirements</i> 	
Tasks	Task Description	Responsibility
	<ul style="list-style-type: none"> • Complete build phase checklist • Consolidate build phase Checklist into a build plan • Review the build plan • Build plan issues identified • Verify build issues resolved • Update release plan with a build plan 	Release Project Manager
Outputs	<ul style="list-style-type: none"> • Completed build phase checklist • build plan • Identified build plan issues & resolution of build plan issues • Updated release plan • Build scripts • Created / updated package templates • Release documentation • Auditable report data • Completion of exit criteria for release management 	

Table 4.4 Roles and Responsibilities in design, build and configure

Roles	Responsibilities
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Release Manager	<ul style="list-style-type: none"> • Reviews then approve or reject the build plan portions of the release plan
Release Manager	Project <ul style="list-style-type: none"> • Oversees release design, build and configure process. • Verifies that all necessary release design, build, and configure action items have been completed.
Operations/ Development Teams	<ul style="list-style-type: none"> • Design, build and configure necessary release components for release testing • Determine and document appropriate procedures (rollback procedures, test scripts) for the release.

4.3.Release Acceptance

Here, the release is tested, the test results are documented and reviewed against the expected results, and release testing signoff is obtained. If release testing signoff is denied, the change management process is initiated to correct any potential problems with the release build. After release testing signoff, rollout planning for the release begins. The rollout plan is incorporated into the release plan, which is finalized and later reviewed by the release manager. If the release plan is discarded, it is sent back to the release planning team for revisions to the rollout plan. If the release plan is approved, the release installation and distribution process are initiated(Shirley Lacy 2007).

Table 4.5 Release Acceptance

Inputs	<ul style="list-style-type: none"> • Release Plan • Built Release • Results of release testing and analysis • Release documentation • Release Unit • Test plans • Formal approval to move to Release acceptance from design, build and configure • UAT Process 	
Tasks	Task Description	Responsibility
	<ul style="list-style-type: none"> • Gather and assess test scripts • Coordinate with UAT for testing of release • Document release testing results 	Testers
	<ul style="list-style-type: none"> • Review release testing results • Complete release testing checklist • Develop rollout plan/ update release plan • Complete rollout checklist • Finalize release plan 	Release Project Manager
	<ul style="list-style-type: none"> • Release plan accepted? 	Release Manager
Outputs	<ul style="list-style-type: none"> • Completed release testing checklist • Documented test results • Identified and documented issues • Release testing signoff • Rollout plan (including detailed release schedule with assigned resources, communications plan, training plans) • Tested and approved the release • Implementation procedures • Qualification documentation • Finalized release plan 	

	<ul style="list-style-type: none"> • Release acceptance • Rejected releases sent to change management • Accepted release • Test results • Known errors • Training documentation • Auditable report data • UAT process • Completion of exit criteria • Formal approval from the business customer and other stakeholders
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Table 4.6 Roles and Responsibilities in release acceptance

Roles	Responsibilities
Release Manager	<ul style="list-style-type: none"> • Approves or rejects release • Approves rollout plan
Release Manager Project	<ul style="list-style-type: none"> • Reviews test results and verify expected results are achieved • Completes the release testing checklist • Identifies, logs, and communicates any issues • Approves or rejects release testing signoff
Testers	<ul style="list-style-type: none"> • Coordinate with production acceptance to complete release testing • Document release testing results • Communicate test results to release project manager

4.4.Release Distribution and Installation

This phase, the rollout plan is executed, and the release is implemented. Implementation of the release follows the change management process and is conducted by the operations team. Notification of release implementation is sent to the release project manager who then verifies that all entry and exit criteria have been met. The release manager then determines if the release was successful. If unsuccessful, the change management process is initiated; if successful the release management process exits.

Table 4.7 Release distribution and installation

Inputs	<ul style="list-style-type: none"> • Updated release plan • Formal approval • Accepted release • Authorization to implement • Approved rollout plan • Communication plan • Training plan 	
Tasks	Task Description	Responsibility
	Execute communication and training plan	Release Project Manager
	Verify rollout readiness	Release Manager

	Execution of Rollout Plan	Release Project Manager
	Verify entry/Exit criteria	
	Approve release installation	
	Verify all changed CIs updated in CMDB	
	Release successful?	Release Manager
Outputs	<ul style="list-style-type: none"> • User notes and documentation of the new release are distributed to end-users • Changed CI details, absolute versions of the consumer and hold training resources, and release management records sent to change management so that the CMDB can be updated • Successful/unsuccessful release rollout • Rollout plan • Updated RFCs • CAB approval to deploy • Approved readiness to distribute and install • Updated documentation(Release, Training, Support) 	

Table 4.8 Roles and Responsibilities in Release distribution and installation

Roles	Responsibilities
Release Manager	<ul style="list-style-type: none"> • Determines if the release was successful, and communicates to appropriate parties as needed
Release Project Manager	<ul style="list-style-type: none"> • Oversees execution of the training, communication, and rollout plans • Approves release installation
Operations/Development Teams	<ul style="list-style-type: none"> • Perform tasks and procedures to install release
Communications and Training Teams	<ul style="list-style-type: none"> • Develop and distribute documentation regarding the release to end users • Coordinate appropriate training

5. Conclusion

This research work identified the ITIL release Management process problems and challenges when implementing in an organization. In this paper also presented in the roles played in release Management process and their responsibilities. It is help the organization to efficiently implementing the ITIL Release Management process. In feature to identify the roles and responsibility of other process like Change Management, Incident Management and so on.

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