

**BY ORDER OF THE
SUPERINTENDENT**

**HQ UNITED STATES AIR FORCE
ACADEMY INSTRUCTION 33-101**

18 MAY 2011



Communications and Information

**INFORMATION TECHNOLOGY SERVICE
STRATEGY AND GOVERNANCE**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-Publishing website at www.e-publishing.af.mil.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: USAFA/A6
Supersedes: USAFAI33-101,
5 March 2008

Certified by: USAFA/A6
(Lt Col Gary A. Helfeldt)
Pages: 10

This instruction implements DoD Directive 8000.01, *Management of the Department of Defense Information Enterprise*, Air Force Policy Directive (AFPD) 33-1, *Information Resources Management*, Air Force Instruction (AFI) 33-101, *Commanders Guidance and Responsibilities*, TO 00-33A-1100, *AF-GIG Operational Change Management Process*, and Department of Defense Information Technology Infrastructure Library (D-ITIL). This instruction establishes Information Technology Service Management (ITSM) as a key Air Force Academy information technology governance process. It provides direction for managing, maintaining, and controlling United States Air Force Academy (USAFA) Information Technology assets and systems. This publication does not apply to Air Force Reserve Command (AFRC) units and the Air National Guard (ANG). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rim.cfm>. See **Attachment 1** for a glossary of references and supporting information.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. This revision eliminates the Information Technology Management Board (ITMB) and establishes Information Technology Service Management (ITSM) processes.

1. Scope.

1.1. This instruction applies to information technology systems, services, assets, applications, programs, and components in use at the United States Air Force Academy (USAFA), except those specifically excluded by USAFA/A6. The USAFA Superintendent is Designated Accrediting Authority (DAA) for USAFA .EDU Enterprise which will be governed by AF instructions with exceptions approved by DAA. USAFA/A6 is Designated Accrediting Authority Representative (DAAR) for USAFA .EDU. Headquarters Air Force Space Command/A6 (HQ AFSPC) is the DAA for .MIL Enterprise which will be governed by AF instructions with exceptions approved by AF DAA.

1.1.1. Requests for exceptions to this policy are submitted through the Change Process (see USAFAI 33-116, *Information Technology Change Management*). If approved by the Change Advisory Board, they are then sent to USAFA/A6 for approval.

1.1.2. Approved exceptions will be listed in the USAFA Service Catalog.

2. Purpose.

2.1. This instruction establishes Information Technology Service Management (ITSM) at USAFA and outlines ITSM Processes implemented at USAFA.

2.2. This instruction provides guidance and procedures personnel must use to manage all USAFA Information Technology (IT) services.

2.3. This instruction utilizes ITSM processes to align delivery of IT services with needs of organization, emphasizing mission, user satisfaction and efficiency.

3. ITSM Process and Function Descriptions.

3.1. Service Catalog Management.

3.1.1. USAFA IT Service Catalog includes all operational IT services currently available for USAFA IT users. The Service Catalog is managed as part of Configuration Management Process (see USAFAI 33-115, *Information Technology Service Asset and Configuration Management*).

3.1.1.1. USAFA IT services include baseline services provided by 10 CS (network connectivity, .EDU and/or .MIL user accounts, USAFA IT Service Desk, etc.), as well as more specific services (CAMIS, SharePoint, etc.) offered by other service providers.

3.1.2. Service Catalog contains descriptions and details of IT services including information for acquiring standard IT services, assets and consumables. At a minimum, the following information is captured within the Service Catalog for these services: service name, service description, service hours, and any instructions specific to acquiring service.

3.1.2.1. Services not identified in the USAFA IT Service Catalog must be requested via the USAFA IT Service Request process (see USAFAI 33-116).

3.1.3. Service Catalog Manager is responsible for creating and maintaining USAFA IT Service Catalog.

3.1.4. Service Catalog Manager works closely with the Service Portfolio Manager and Service Desk to ensure the Service Catalog accurately represents all USAFA IT services.

3.1.5. Service Catalog Manager provides senior leadership with performance criteria and metrics by which to evaluate investments in information systems and IT services (see [Attachment 2](#)).

3.2. IT Financial Management.

3.2.1. IT Financial Management is a strategic IT process that provides cost-effective stewardship of IT assets and resources used in providing services in support of the USAFA mission.

3.2.2. USAFA/A6 develops and maintains USAFA IT Financial Management and will implement procedures to maximize efficiencies and reduce risks of IT acquisitions.

3.2.3. USAFA/A6 will consolidate all appropriated USAFA IT funding.

3.2.3.1. All annual IT budget and Program Objectives Memorandum (POM) requirements are coordinated through and approved by the USAFA/A6.

3.2.3.2. Organizations will determine their near-term (next FY), long-term (2-5 FY), and extended (beyond 5-yr) requirements and submit to the Requirements Validation Board (RVB) (see USAFAI 33-116).

3.2.3.3. All annual IT Budget and POM requirements must be submitted IAW times specified by USAFA/A6.

3.2.4. USAFA/A6 will:

3.2.4.1. Consider priorities outlined in strategic guidance including the USAFA Strategic Plan and the IT Strategic Plan.

3.2.4.2. Integrate IT Financial Management with USAFA budget and financial management processes.

3.2.4.3. Integrate IT Financial Management with 10 CONS purchasing and contracting processes.

3.2.4.3.1. All IT contracts must go through USAFA IT Service Request process (see USAFAI 33-116) prior to being submitted to 10 CONS.

3.2.4.4. Provide senior leadership with performance criteria and metrics by which to evaluate investments in information systems and IT services (see [Attachment 2](#)).

3.3. IT Service Portfolio Management.

3.3.1. IT Service Portfolio Management (SPM) is a strategic IT process focused on governing investments in service management across the USAFA enterprise and managing them for efficiency. The Service Portfolio is managed as part of Configuration Management Process.

3.3.1.1. USAFA IT Service Portfolio is the complete set of all IT services that are managed by USAFA. USAFA IT Service Portfolio represents a group of IT

investments; it is more than just a list of services; it also includes value proposition, Return on Investment (ROI), supported business cases, risk assessments, Service Level Packages (SLPs), Service Level Agreements (SLAs), Service Level Standards (SLSs), and costing for all Services.

3.3.2. USAFA/A6 develops and maintains USAFA IT Service Portfolio.

3.3.3. USAFA IT Service Portfolio Manager develops and maintains USAFA IT Service Portfolio and considers IT services in terms of mission value provided to users and ensures services are aligned with USAFA mission and user needs.

3.3.4. SPM is used to manage the entire lifecycle of IT services (plan, design, test, implement, operate, and retire).

3.3.5. USAFA IT Service Portfolio is developed and maintained to provide a central accurate set of information on all USAFA IT services. The Portfolio includes three categories: Service Pipeline, contains all services in design or development; Service Catalog, contains all live services; and Retired Services.

3.3.6. USAFA IT Service Portfolio contains descriptions and details of all services at USAFA. At a minimum, the following information shall be captured within the Service Portfolio: service name; service description; service type; and service mission impact and priority.

3.3.7. Service Portfolio Manager provides senior leadership with performance criteria and metrics by which to evaluate investments in information systems and IT services (see [Attachment 2](#)).

3.4. Service Level Management.

3.4.1. 10 CS develops and maintains the USAFA IT Service Level Management Process.

3.4.2. Service Level Manager develops and maintains Service Level Standards (SLSs) and Service Level Agreements (SLAs).

3.4.2.1. Service Level Manager is responsible for negotiating SLSs/SLAs between service providers and users that are designed to meet specific service level targets.

3.4.2.2. Service Level Manager ensures that existing SLSs/SLAs are understandable and meet USAFA Mission. Service Level Manager coordinates with Project Manager/Service Owner, and users to ensure that appropriate SLSs and/or SLAs are designed as part of Service Design Package for new/modified baseline services (see USAFAI 33-116).

3.4.2.3. Service Level Manager is responsible for working with 10 CONS to ensure that all underpinning and support contracts are appropriate for agreed service level targets as required.

3.4.2.4. Service Level Manager monitors and reports on service levels, and conducts regular reviews of customer satisfaction surveys.

3.4.2.5. Service Level Manager provides senior leadership with performance criteria and metrics by which to evaluate investments in information systems and IT services (see [Attachment 2](#)).

3.4.3. SLSs exist for each IT service.

3.4.3.1. Requests for different levels of service than those outlined in existing SLSs must go through the IT Service Request Process.

3.4.3.2. SLSs are managed as part of Configuration Management Process (see USAFAI 33-115).

3.4.3.3. SLSs define minimum levels of service associated with each IT service.

3.4.3.4. SLSs define prioritization of services and service restoration based upon mission requirements.

3.4.3.5. SLSs define prioritization of user requests based upon mission requirements.

4. USAFA Organizational Responsibilities.

4.1. Director of Communications & Information (USAFA/A6) will:

4.1.1. Oversee all aspects of information resource management and application of information technology to enable the USAFA Mission. Federal responsibilities are codified in Public Law 104-106, *Information Technology Management Reform Act* (a.k.a. Clinger Cohen Act).

4.1.2. Develop, implement, and maintain USAFA IT Strategic Plan, USAFA IT 500-Day Plan, and Enterprise Architecture for USAFA.

4.1.3. Allocate all appropriated IT funds based on guidance from USAFA Superintendent.

4.1.4. Review and approve the implementation of ITSM processes outlined in this instruction.

4.1.5. Appoint in writing a Computer Requirements Officer (CRO) that is responsible for verifying and validating USAFA HQ Staff IT requests.

4.1.6. CRO budgets for maintenance and lifecycle replacement of IT systems that are not the responsibility of 10 CS for all USAFA HQ Staff IT needs (see USAFA IT Service Catalog for list of systems 10 CS maintains).

4.1.7. Ensure USAFA/A6 portal is developed, and maintained. USAFA/A6 portal displays USAFA IT Integrated Master Schedule, provides linkages to USAFA IT Service Desk, and fosters knowledge sharing related to USAFA IT policy and governance.

4.1.8. Develop performance metrics, Key Performance Indicators (KPIs), and Critical Success Factors (CSFs) for all ITSM processes (see [Attachment 2](#), ITSM Metrics, for examples).

4.1.9. Develop reporting format and schedule for all metrics.

4.1.10. Develop and maintain IT Financial Management process.

4.1.11. Establish and execute IT Service Portfolio Management process.

4.1.12. Assign the IT Financial Manager.

4.1.13. Assign the IT Service Portfolio Manager.

4.1.14. Maintain governance and oversight for development, implementation, performance and continual improvement of ITSM processes covered in this instruction.

4.1.15. Report appropriate ITSM metrics to the Superintendent (USAF A/CC) (see [Attachment 2](#), ITSM Metric Examples).

4.1.16. Chairs the Requirements Validation Board (RVB) (see USAFAI 33-116).

4.2. Director, 10th Communications Squadron (10 CS/CL) will:

4.2.1. Oversee delivery of baseline USAFA IT services.

4.2.2. Develop and maintain USAFA IT Service Catalog Management process.

4.2.3. Develop and maintain IT Service Level Management process.

4.2.4. Assign the USAFA IT Service Catalog Manager.

4.2.5. Assign the IT Service Level Manager.

4.2.6. Report required ITSM Metrics through the Chain of Command to USAFA/A6 (see examples in [Attachment 2](#)).

4.3. Commandant of Cadets (HQ USAFA/CW), Dean of Faculty (HQ USAFA/DF), Director of Athletics (HQ USAFA/AD), Commander, 10th Air Base Wing (10 ABW/CC), Commander, USAFA Preparatory School (HQ USAFA/PL), and tenant organizations will:

4.3.1. Appoint in writing a CRO that is responsible for verifying and validating IT requests (see USAFAI 33-116).

4.3.1.1. CRO must understand the organization's mission and IT requirements.

4.3.1.2. CRO serves as a member of Configuration Control Board (CCB) (see USAFAI 33-116).

4.3.2. Budget for maintenance and lifecycle replacement of IT systems that are not the responsibility of 10 CS (see USAFA IT Service Catalog for list of systems 10 CS maintains).

4.4. Director of Admissions (HQ USAFA/RR), Director of Plans, Requirements and Assessments (HQ USAFA/A5/8/9), and Commander, 10th Medical Group (10 MDG/CC) will:

4.4.1. Appoint in writing a CRO that is responsible for verifying and validating IT requests (see USAFAI 33-116).

4.4.1.1. CRO must understand the organization's mission and IT requirements.

4.4.1.2. CRO serves as a member of CCB (see USAFAI 33-116).

4.5. 10th Contracting Squadron (10 CONS) will:

4.5.1. Appoint in writing a CRO.

4.5.1.1. CRO must understand the organization's mission and IT requirements.

4.5.1.2. CRO serves as a member of Change Advisory Board (CAB) and Requirements Validation Board (RVB) (see USAFAI 33-116) to advise on contracting requirements.

4.6. All IT Users (MEs, USAFA HQ Staff, tenants, and any other IT Service consumer) will:

4.6.1. Refer to USAFA IT Service Catalog to understand all standard IT services.

4.6.2. Use the USAFA IT Service Desk as single point of contact for all IT needs (see USAFAI 33-119, *Information Technology Service Operations Management*).

4.6.3. Submit all IT Requests and Requirements to the USAFA IT Service Desk (see USAFAI 33-116 and USAFAI 33-119).

MICHAEL C. GOULD, Lt Gen, USAF
Superintendent

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 33-101, *Commanders Guidance and Responsibilities*, 18 November 2008

AFMAN 33-363, *Management of Records*, 1 March 2008

AFPD 33-1, *Information Resources Management*, 27 June 2006

DoDD 8000.01, *Management of the Department of Defense Information Enterprise*, 10 February 2009

TO 00-33A-1100, *AF-GIG Operational Change Management Process*

Department of Defense Information Technology Infrastructure Library (D-ITIL)

Prescribed Forms

No forms are prescribed by this instruction.

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AF—Air Force

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFRIMS—Air Force Records Information Management System

ANG—Air National Guard

CCB—Configuration Control Board

CRO—Computer Requirements Officer

CSF—Critical Success Factor

DAA—Designated Accrediting Authority

DAAR—Designated Accrediting Authority Representative

IT—Information Technology

ITSM—Information Technology Service Management

KPI—Key Performance Indicator

OPR—Office of Primary Responsibility

POM—Program Objectives Memorandum

RDS—Records Disposition Schedule

ROI—Return on Investment

RVB—Requirements Validation Board

SLA—Service Level Agreement

SLP—Service Level Package

SLS—Service Level Standard

SPM—Service Portfolio Management

USAFA—United States Air Force Academy

Attachment 2

USAF AI IT METRIC EXAMPLES

A2.1. This Attachment provides an example set of USAFA IT Service Management performance measures, Critical Success Factors (CSFs), and Key Performance Indicators (KPIs).

IT Financial Management

| Critical Success Factors | Key Performance Indicators |
|--------------------------------------|-----------------------------------|
| Effective stewardship of IT finances | Unplanned costs |
| Recapture IT costs | Budget variance at FY end |

IT Service Portfolio Management

| Critical Success Factors | Key Performance Indicators |
|---------------------------------|--|
| An accurate Service Portfolio | Number of services recorded and managed within the Service Portfolio as a percentage of those being delivered |
| | Number of discrepancies detected between the information contained within the Service Portfolio against operational services |

IT Service Catalog Management

| Critical Success Factors | Key Performance Indicators |
|---------------------------------|--|
| An accurate Service Catalog | Number of services recorded and managed within the Service Catalog as a percentage of those being delivered and transitioned into the live environment |
| | Number of discrepancies detected between the information contained within the Service Catalog against operational services |

IT Service Level Management

| Critical Success Factors | Key Performance Indicators |
|--|---|
| Deliver IT services as agreed to with user | Number and/or Percentage of SLA/SLS Targets being met |
| Manage Quality of IT services | Percentage of services covered by SLAs/SLSs |
| | Percentage of service levels that are measured |
| | Overall User Satisfaction Rating |