Criticism of Implementation of ITSM & ISO20000 in IT Banking Industry

Presented by:
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Outline

- What is IT Service Management
- What is ISO 20000
- Step by step implementation
- Key success factors
- Criticism of Implementation
- Discussion
What is ITSM
Information Technology Service Management

- refers to the implementation and management of quality information technology services
- performed by IT service providers through people, process and information technology
- process-focused and has ties and common interests with process improvement frameworks and methodologies
- providing a framework to structure IT-related activities and the interactions of IT technical personnel with business customers and users
- widely recognised as the authoritative reference framework for ITSM is IT-IL
Information Technology Infrastructure Library

- widely recognised as the authoritative reference framework for ITSM
- Collection of industry best practices embodied in a series of books
- Organisations encouraged to adopt and adapt the processes incorporating existing methods and activities in a structured way leading to better planning and improved alignment
- ITIL forms the basis of ISO 20000, the international standard in IT Service Management
Information Technology Infrastructure Library

Governance Layer

COSO

COBIT

ITIL

IT Management Layer

CMM

17799

TickIT
IT-IL Processes

Service Design
- Service Catalogue Management
- Service Level Management
- Capacity Management
- Availability Management
- IT Service Continuity Management
- Information Security Management
- Supplier Management

Service Transition
- Transition Planning & Support
- Change Management
- Service Asset & Configuration Management
- Release & Deployment Management
- Service Validation & Testing Evaluation
- Knowledge Management

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

Service Strategy
- IT Financial Management
- Demand Management
- Service Portfolio Management
- Strategy Generation
IT-IL Processes

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Service Strategy
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What is ISO 20000
ISO 20000 Standard is available to IT Service Provider Organizations to demonstrate their level of maturity in implementing best practices and demonstrate excellence in IT Service Management.

ISO 20000 sets benchmarks to be achieved and is based on practical methodologies such as ITIL.

ISO 20000 is not suitable for all organizations, since getting certified involves a high level of hard work, to get certification for a complete set of processes.
Relationship between ITIL and ISO 20000

ISO 20000

ITIL best practice

In-house procedure & instruction

Achievement

Process definition

Solution
Step by Step Implementation
Define documented IT Strategic Plan

- Clearly define in IT Strategic Plan
- Should be clearly documented in business plan
- KPI of this implementation is derivative of organizational KPI
- Need support from management
Project preparation

- **Familiarization with the ITIL Principles**
  - To know processes and function
  - In the first, it can be supported by consultant
  - In long time, it is no sufficient to rely to consultant

- **Establishing ITIL Process Management**
  - to make sure that the new processes are continually monitored and approved
Define IT Service Structure

- Identification of business services and supporting services
  - Business services: direct value to customer
  - Supporting service: indirect value to customer

- Defining the Service Structure
  - Support services should be linked with business service

- Should be close coordination with the IT organization's clients
Select roles & roles owner

- the person who will later have the responsibility for running a certain process should also participate in its design
- Better use RACI matrix
- Roles owner have to be mapped with organizational structure
Define new processes structure

- Self assessment from current state
- To know maturity of individual discipline
- To identify weaknesses & their underlying causes
- Breakdown of processes into sub-processes
- Documenting process as detail as possible
Establish processes control

- Determine the process owners
- Determine metric KPI for the processes
- Set the KPI target
- Define measurement procedures for the KPIs
- Define reporting procedures
Selection & Implementation of Application

- Define requirement
- Select suitable system
- Implementation new system
- Documenting the requirement
- Categorized the requirement
Educate the people

- Background knowledge on ITIL is decisive for the success of the new processes
- Specific members of IT staff will require more intensive training
  - Service desk
  - Service level management
  - Configuration management
- Regularly awareness for continuing improvement
Step by Step Implementation

- Define documented IT Strategic Plan
- Project preparation
- Define IT Service Structure
- Select roles & roles owner
- Define new process structure
- Establish processes control
- Selection & implementation of application
- Educate the people
Key Factors of Successful Implementation
Identity the Gaps

- Why you need
- What are pin point current state
- What are the capabilities
- Do you understand user point of view
Copy the best template

What are you doing from process perspective?
Are there templates?

- Make a simple diagram
- Mapping process
Capture people desire

- People need to understand Why
- Understand stakeholder requirements
- Are you actually making better for people
- Balance consensus
Capture Requirement

- Map business outcome
- Detail requirements
- Make sure capture the correct information
- Identify the mandatory data
- Mapping process to tool
- Simultaneous process & technology design
Validate everything

- Iterative process
- Make consensus to make agreement
- Sign-off
- Check if there is disagree
Remember to educate

- Make curriculum
- Training for all people
- Make people involve the training
- Create champion in each process
- Certification if possible
Govern the Process

- Define control, policy & procedure
- Make people accountable
- Define control in organization
- Audit regularly
# Key factors for successful implementation

<table>
<thead>
<tr>
<th>Identify the gaps</th>
<th>• The goal is to improve things</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copy the best template</td>
<td>• Great templates exist</td>
</tr>
<tr>
<td>Capture people desire</td>
<td>• Isolation kills adoption</td>
</tr>
<tr>
<td>Capture requirement</td>
<td>• Start from business requirement</td>
</tr>
<tr>
<td>Validate everything</td>
<td>• Crosscheck to be better</td>
</tr>
<tr>
<td>Remember to educate</td>
<td>• Critical for adoption</td>
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<tr>
<td>Govern the process</td>
<td>• Best process to be best result</td>
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ISO 20000-1 Audits
Definition of an Audit

systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled

(ISO 19011:2002, 3.1)
Most Findings

- Change management documentation
- Incident management process
- CMDB is not be input completely
Criticism of Implementation
Choose based on ITIL or ISO20000

- Important difference is in the number of processes and functions
- Better choose only one implementation between ITIL or ISO20000
- Combining implementation makes difficulty in mapping organization structure

<table>
<thead>
<tr>
<th>IT-IL</th>
<th>ISO20000</th>
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<tbody>
<tr>
<td>Best practice</td>
<td>International standard</td>
</tr>
<tr>
<td>For individual</td>
<td>For organization</td>
</tr>
<tr>
<td>Detail best practice guidance</td>
<td>High level requirement</td>
</tr>
<tr>
<td>26 processes, 4 function</td>
<td>13 processes, no function</td>
</tr>
</tbody>
</table>
ISO20000 as the Target, not improvement

- Wrong KPI of IT department
  - Implementing ISO20000, not service excellent
- Business only knows about IT productivity, not ISO20000
- Cost prepared for ISO20000 increases budget of IT
Business Plan was not defined clearly

- Usually we have business plan, but was not documented
- IT Strategic Plan has no link to Business Plan
- KPI of IT department has no link to organizational KPI
Scope of the process is inadequate

- Ideally, all IT processes should be included in ISO20000
- Because of time consideration, usually only limited scope will be included in ISO20000
- Choosing scope can not be different with business goal focus
- First business priority should be quick win of ISO20000
Organization Structure doesn’t support

- Different mapping organization
- ITSM mostly based on IT Operation
- Release Manager is configured by many units (IT development & System configuration)
- Some unit can’t be mapped clearly (eq IT Security, QM, Data Centre, Administrator)
Mapping people not clear

- Just do the process, not the best
  - Still need suitable technical skills for solve an incident
- Important information doesn’t inform by previous process
- Escalate to wrong staff
- Escalated staff doesn’t known what have to do
- Just focus to the time, not result
Tools was not maximized

- Only have tool, not using it
- Staffs don’t know to use it
- There is no punishment if manually
- CMDB isn’t completely input
Regular test is too long

- Re-assessment is designed annually
  - Compared with PCIDSS quarterly
- People only practice ISO20000 standard when there is re-assessment
- Most organizational practices is not comply with ISO20000
Continuous improvement process is too simple

- Simple target for improvement
- Improvement of business needs is higher than IT improvement
Continual Service Improvement Processes

1. What is the Vision
2. Where are we now?
3. Where do we want to be?
4. How do we get there?
5. Did we get there?

- Vision & Business Objective
- Baseline Assessments
- Measurable Targets
- Service & Process Improvement
- Measurement and Metrics
Service excellent is not organization culture

- Measurement customer index focusing in internal measurement
- Organization chooses external measurement which give better index for organization
- All staff only give best service when survey period
- IT department only gives best service when survey period
Most criticism

- ITIL or ISO20000
- ISO20000 as the target, not improvement process
- Business plan was not defined
- Scope of the process is inadequate
- Organization structure does not support
- Mapping people not clearly to support accountability & control
- Tools was not maximized
- Regular test is too long
- Continuous improvement process is too simple
- Service excellence is not company’s culture
Conclusion
IT Banking really need ITSM/ISO20000?

- Practical ITSM will make IT, especially IT operation, more responsive to customers, manageable, and make it better improvement
- Certification ISO20000 can make a better image of organization
- However, in order to give significant impact to organization, this implementation has:
  - Linked with business plan
  - Scope is adequate with business priority
  - Service excellent becomes organizational culture
Discussion

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Thank you

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