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Speaker Bio

Current:
- ITSM Executive, Over 20 Years ITSM Experience
- Service Management Master™ Award Recipient
- Certified Distinguished Professional of Service Management (DSM)
- Certified in the Governance of Enterprise of IT (CGEIT)
- OGC ITIL V3 Advisory Group, Mentor to ITIL V3 Service Strategy Team
- ISO IEC ITSM and Governance Standards, CGIT1 Executive Advisory Board
- Certified ITIL IT Service Manager
- Contributing Author: Service Management for Dummies, Managing the Business of IT, Measuring Business Value

Past:
- IBM Global Services, Global ITSM Strategy Leader, Portfolio Manager
- Many IBM Global Services ITSM White Papers, Service Products, Methods, Assets and Education Materials
- Certified IBM Solutions Developer, Certified Managing Consultant
- Leader of IBM Global ITIL Interest Group and Global ITSM Community of Practice Core Team
- Founding Member, itSMF USA Management Advisory Board
Overviews of scope of and applicability of ITSM Standards and Practices like ITIL, ISO IEC ITSM & IT Governance Series, ISO IEC 15504-8, CMMI-SVC, eSCM, COBIT
Why is Service Management Important?

Global Shift to Service

Shifts in Sourcing

Service Management Initiatives

US Employment Trends

Because Services are Important

US GDP

Increased % of IT to Operations

Because Services are Important
Services are configurations of capabilities and resources that provide value when they are simultaneously provided and received.

How do you control the cost, quality, performance and risk associated with this?

6σ Systems ≠ 6σ Services

- service strategy
- service design
- service transition
- service operation
- continual improvement
• **Similarities:**
  – Many characteristics of products are also characteristics of services. Many of the management practices related to products also apply to services.
  – Some companies have in fact started managing “service products”.

• **Differences**
  – A unique aspect of Service Management is the importance of management control of continuous operations. Service Operations are intrinsically different than products in terms of the constraints available to narrow variance during the production process. Once a product is introduced it is unlikely to spontaneously take on a different form.
  – Service includes active collaboration between provider and customer that can and does change as circumstances change and which should be under the control of a service agreement. In fact a definition of service could be “active, recurring collaboration between service provider and service customer to transform provider owned assets into value for the customer.” The service itself then helps the customer transform its assets into value for its customers without the ownership of the providers assets. Service is then a complex system.
  – Software and Systems Engineering is marked by “the project” as the basic unit of work – a one time event to build something.
  – Service is marked by “reoccurring operations” as the basic characteristic. Operations includes the provision of reoccurring activity within service level requirements
    – ISO IEC Study Group on Lifecycle Mgmt Standards
# Definitions

| **What is a “service?”** | ▪ Intangible, non storable method for simultaneously providing and receiving an outcome valued by both the service *consumer* and the service *provider* through a configuration of capabilities and resources.  
▪ A means of delivering value to customers by facilitating outcomes customers want to achieve without requiring ownership of specific costs and risks - like the management of service assets (capabilities and resources required to provide the service).  
▪ A means of transforming assets (capabilities and resources) into value for both the provider and the customer through the co creation of value – a coordinated collaboration.  
▪ There are a variety of different service models including Cloud, SaaS, Insourced, Outsourced, Multisourced, Remotely Managed and Hybrid |
| --- | --- |
| **What is the purpose of service management?** | ▪ Provide services that increase the value a customer can derive from the assets (capabilities and resources) they own  
▪ Produce the maximum value from assets (capabilities and resources) the service provider owns or has access to through suppliers, in the form of services provided.  
▪ Control the cost, quality and risk of services through effective and efficient management practices throughout the service lifecycle. Service lifecycle activities include service strategy, design, transition, operation and continual improvement |
| **What is the definition of service management?** | ▪ The coordination of the capabilities and resources required to meet customer and stakeholder requirements through defined, repeatable, measurable, implemented and integrated processes required to control the costs, quality and risks of services  
▪ A paradigm shift from managing IT as stacks of individual components to focus on the delivery of services and business value using best practice process models. |
| **What is included in the scope of service management?** | ▪ **Enterprise Systems Management** / Resource Management. Managing individual IT systems and resources  
▪ **IT Service Management**. Managing the IT services that support, enable and automate business activities  
▪ **Business Performance Management**. Managing IT enabled business processes, IT enabled business services, and IT enabled supply chain activities.  
▪ **Asset Management**. Because the goal of service management is to produce as much value as possible from all service assets, it is important to integrated Enterprise and IT Asset Management. Services are a configuration of enterprise and IT capabilities and resources that have to be managed individually and as a complex configurations. |
ITIL is Not a Standard; Many Standards and Frameworks Exist

- Quality management
  - ISO 9000 series
- Service Management
  - ISO/IEC 20000 series
- 9001 to Systems Engineering
  - ISO/IEC 24783, 90001
- 9001 to SW Engineering
  - ISO/IEC 90003
- Process assessment model (SPICE)
  - ISO/IEC 15504 Series
- Conformity Assessment
  - Suppliers declaration of conformity
    - ISO/IEC 17050
- ITIL
- COBIT
- IT Governance
  - ISO IEC 38500 Series
- IAF Guide 62 / ISO IEC 17021 & 19011
- S/W Asset Management (SAM)
  - ISO/IEC 19770
- SYS. Engineering Processes
  - ISO/IEC 15288
- SW Engineering Processes
  - ISO/IEC 12207
- Guidelines for SW & SYS Engineering Processes
  - ISO/IEC 24774
  - ISO/IEC 15289
- IT security
  - ISO/IEC 27000 series
- ISACA/ITGI “good practices”
- UK OGC Library of books, not a standard
- eTOM, eSCM, CMMI
ISO IEC 20000 Series of International Standards for Service Management

Single step approach

20000-2 (FCD2) Code of Practice

20000-3 Scope & Applicability

Incremental Approach

20000-5 Step 1

20000-5 Step 2

20000-5 Step 3

Process Assessment Model 15504-8 / 20000-8 (SPICE / DEV)

Process Reference Model 20000-4 TR

Reports & Mappings:
- COBIT
- ITIL
- Vocabulary (SE Vocab)

20000-1 Specification (FDIS)
More changes are also being considered

ISO 9001:2000 expects an organisation to:

- to identify processes required for production of high quality products
- to determine sequence and interaction of these processes
- to design and document each process
- to check and analyse the implementation of each process, and continually improve effectiveness of the system

<table>
<thead>
<tr>
<th>ISO IEC 90003</th>
<th>ISO IEC 12207</th>
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<td>Application of ISO 9001 to Software Lifecycle</td>
<td>Software Lifecycle Processes</td>
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<th>ISO IEC 90006?</th>
<th>ISO 2000-4?</th>
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<td>Application of ISO 9001 to Service Lifecycle</td>
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### ITIL V3 Service Lifecycle Processes

#### Continual Service Improvement Processes
- Service Measurement
- Service Reporting
- Service Improvement

#### Service Lifecycle Governance Processes
- Service Strategy Processes
  - Strategy Generation
  - Demand Management
  - Service Portfolio Management
  - Financial Management
  - Information Security Management
  - Supplier Management
  - Change Management
  - Service Asset and Configuration Management
  - Knowledge Management

#### Service Lifecycle Operational Processes
- Service Design Processes
  - Service Catalog Management
  - Service Level Management
  - Capacity Management
  - Availability Management
  - Service Continuity Management
- Service Transition Processes
  - Transition Planning & Support
  - Service Validation & Testing
  - Release & Deployment Management
  - Evaluation
- Service Operation Processes
  - Incident Management
  - Request Fulfillment
  - Problem Management
  - Access Management
  - Operation Management

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*ITIL® is a Registered Trade Mark, and a Registered Community Trade Mark of the Office of Government Commerce, and is Registered in the U.S. Patent and Trademark Office.*
Descriptive not Prescriptive

• Describes a larger selection of service management practices and their relationships

• Describes how they impact the entire lifecycle and all the management domains within IT.

• Describes how service management practices should be applied in a variety of contexts:
  – IT Infrastructure
  – Applications
  – IT Services
  – Business processes and Business Services
  – Value Networks and Supply Chains

• The old problem remains – where do we start, how far should we plan do go, how can we track our progression?

* ITIL ® is a Registered Trade Mark, and a Registered Community Trade Mark of the Office of Government Commerce, and is Registered in the U.S. Patent and Trademark Office
• COBIT 5.0, VAL-IT, Governance, Security, Business Case....
• New focus on Service Management
• ISO IEC 38500 Guidance and CGEIT
• VAL IT and COBIT in continual improvement – Management Controls of IT Services
• *Management Control and Governance of IT Services – not just security and audit focus*
Best Practices

Body of Knowledge (BoK) or Library:
Code of practice, generally accepted principles, what has worked for others and what has not.
Advice, Guidance, Experience. Learning, Practical Advice

Conformance Standard:
Auditable practices for a quality management system.
Yes/No Management system requirements. Audit/Assessment

Capability Model:
Different types of capabilities. Specific to a context. IT enabled services, software engineering. Managing different things. Comparison, Improvement

Incremental Conformance:
Staged approach to implementing requirements of a conformance standard. Management System Requirements Audit/Assessment

Adoption Model:
Applying service management best practices to increasingly valuable business outcomes. (Systems, IT Services, Business Performance) Managing different things. Strategic Planning

Maturity Model:
How well a management capability is performed. Independent of context. A phased approach to doing things better. Managing things poorly or well. Diagnosis & Remediation Planning
Maturity: So Much Choice....

- ITIL Process Maturity Framework
- COBIT Management Guidelines
- CMMI Organizational Maturity, Process Capability
- eSCM SP/CL Service Provider Capability
- Proprietary Models
Carnegie Mellon University

- SEI / CMMI-SVC
- Process Improvement
- Service Provider
- Aligned with ITIL
- “Capability Maturity”
- “Organizational Maturity”
- “Process Capability”
- Staged and Continuous
- Certification
- Part of CMMI

- itSQC / eSCM
- Service Capability
- Service Provider and Client Models good for multisource environments
- Service Contract Lifecycle – planning, transition in (insource, change provider, outsource), delivery, transition out
- Aligned with ITIL
- Different Capabilities
- Recognition of Types of Service Providers
- Certification
## Organizational Capability

### Service Management System Conformance (Y/N)
- ISO 9001 – quality mgmt sys reqts for products and services
- ISO 9004 – Continual improvement of the management system
- ITIL V2 * IBM, Pink Elephant, Accenture, itSMFi, others
- ITIL V3 * IBM, Pink Elephant, Accenture, others
- COBIT Assessment – management controls
- ISO IEC 20K – Conformity
- ISO IEC 20K – Process Reference Model
- ISO IEC – Incremental Conformity

### Service Maturity or Capability Level (1-5)
- ISO IEC 15504 series
- CMMI
- CMMI for Services (SEI)
- CMMI for Services (Vrije University, Netherlands)
- eSCM (itSQC - specific to outsourcing)
- ISO 20K Maturity (coming soon)
- ISO 20K Incremental Conformity
- COBIT Maturity
- ITIL PMF, IBM, Pink Elephant, Accenture, Gartner, others.

## Personal Certifications & Qualifications
- ITIL V2, V3 Foundation
- ITIL Service Capability, (Practitioner) or Lifecycle
- ITIL Service Manager
- Bridge Classes
- Advanced Service Management Diploma
- ISO IEC 20000 Consultant, Auditor, Manager
- Six Sigma, Lean Sigma,
- ITSM Professional Qualifications (DSM)
- CGEIT
- The future – University based professional degrees

## Interoperability & Tech Standards
- CMDBf
- SML
- CIM-SID
- SPAACL
- E-CDM

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**Define business objectives**

**Adopt and adapt best practices**

**Integrated business driven approach**
DOD ITSM Project Pains, in our view

- Need for ITSM Implementation Approach rather than the way too common “ITIL Class, ITIL assessment, ITIL Process Guide” Approach we have seen in the DOD
- Competence/Confidence – Certification & the Holiday Inn Express
- ITIL Princess Syndrome and Goldilocks
  - Irrational Exuberance for ITIL and Frameworks above real capability and goals
  - ITIL. Implementing “ITIL” or “COBIT” or “Framework X” not a business objective
  - Need to focus on achieving agreed to outcomes through management and governance improvement, leveraging best practices.
  - Not really about processes but improvement
  - Goldilocks – “do over”, too big, too small, never achieve real objectives because focus was on frameworks and processes rather than objectives
- Achieving Outcomes not Frameworks
- Processes and Capabilities are both important concerns
- Integration, not just process guides
- Unique services drive unique tool, skill and information requirements within processes, not new processes
- Clearly Assigned and Understood ITSM Ownership and Authority – Organizational Clarity and process governance – “decision half life”
- CSI and CPI
Alphabet Soup?
The “crux” of service management is how do you get from “knowing” best practices to “doing” them?

“we know”

“we do”

CRUX

- a vital, basic, decisive, or pivotal point:
  
  The crux of the trial was his whereabouts at the time of the murder.

- something that torments by its puzzling nature; a perplexing difficulty.

  —Synonyms 1. essence, heart, core, gist.

Implementation

Strategy, Assess, Plan, Design, Develop, Deploy

Consultants, Architects, Specialists, Project Managers, SME’s
Changed business requirements and flat budgets drive the need for smarter approaches to ITSM.

**Pragmatic guidance:**

1. Improve the quality and reliability of IT services that enable business workforce productivity.
2. Prioritize smarter ways of doing things and technology consolidation.
3. Revise measurements and reporting to stress business driven outcome metrics, costs and business value.
4. Change focus from technology and optimized sub systems to the optimization of the IT enabled business activity.
5. Apply some investment to tactical quick hits but be sure to also make progress on longer term service quality inhibitors.

*In an economic downturn, CIO’s are prioritizing investments in optimizing IT enabled business services.*

Source: IBM Market Intelligence, ‘Service Management In an Uncertain Economy,’ January 2009
But first, what is the objective?

- Implement a Framework
- Implement a Process or Processes?
- Improve the cost, quality, performance, business outcomes or risk related a service or set of services?
## Distribution of Effort: More than ITIL Classes and Process Guides

<table>
<thead>
<tr>
<th>Strategy 10%</th>
<th>Design 30%</th>
<th>Transition 60%</th>
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</thead>
<tbody>
<tr>
<td><strong>Service and Management Models</strong></td>
<td><strong>Logical Design</strong></td>
<td><strong>Physical Design</strong></td>
</tr>
<tr>
<td><strong>Service Outcomes:</strong></td>
<td><strong>Define Outcomes</strong></td>
<td><strong>Define Requirements</strong></td>
</tr>
<tr>
<td><strong>Management Outcomes:</strong></td>
<td><strong>Process</strong> Activity requirements – inputs, outputs, controls, enablers, measurements</td>
<td><strong>Workflows</strong>, workflow automation, policies, user interfaces and reports</td>
</tr>
<tr>
<td></td>
<td><strong>Organizational</strong> requirements – roles, teams, functions – skill, location and staffing requirements</td>
<td><strong>Jobs</strong>, skills and staffing levels Skill and staffing level gap analysis. <strong>Organizational change planning</strong></td>
</tr>
<tr>
<td></td>
<td>Required <strong>tools</strong> and tool requirements – function and location – gap analysis</td>
<td><strong>Tool selection and configuration requirements</strong></td>
</tr>
<tr>
<td></td>
<td>Required <strong>information</strong> work products and requirements for each</td>
<td><strong>Information Product to Data model</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Integration</strong> requirements – process, tool, organization</td>
<td>Physical operational model</td>
</tr>
</tbody>
</table>

Ongoing cultural transformation activities, briefings, education, community of practice activities.
T Shaped People are needed to lead the way

Service Science, Management and Engineering

Business and Management
Organizational Change & Learning
Business Anthropology
Economics and Social Sciences
Math and Operations Research
Computer Science & Info. Systems
Industrial and Systems Engineering
Science and Engineering

Service Management needs T-shaped people
Example Integrated Approach to Improvement

1. Establish the Work

2. Align Roles With Work

3. Identify Appropriate Measures

4. Apply Governance

- Operational Processes — ITIL
- Engineering Processes — CMM, CMMI, ASL
- Project Management Processes — PMI

CobiT

RACI

Six σ

GARTNER: ITSM Best Practices Presentation 2007
• Provide process descriptions, in international standard format, to reduce variance from subjective interpretation of ITIL within the various segments and functions with management responsibilities.

• Example Format
  • Purpose
  • Scope
  • Outcomes
  • Activities and Tasks
  • Key Metrics (QCPOR)
  • Interfaces
  • Information Items and Controls
  • Roles
  • Tools
  • Key Policies

• When your ITIL meets my ITIL can the communicate? Information Exchange Requirements (Process and Function)
Example PRM Content

- Context of the Process Reference Model
- Access Management
- Availability Management
- Capacity Management
- Change Management
- Compliance & Audit Management
- Continual Service Improvement – CPI in each process /CSI Approach throughout model
- Data Management
- Demand Management
- Event Management
- Facilities Management
- Financial Management
- Incident Management
- Information Security Management
- IT Asset Management
- IT Service Continuity Management
- Configuration Management
- Knowledge & Information Management
- Problem Management
- Release and Deployment Mgmt
- Request Fulfillment
- Service Catalog Management
- Service Portfolio Management
- Service Level Management
- Service Validation and Testing
- Strategy & Planning
- Governance Processes
- Supplier Relationship Management
- Transition Planning and Support
- Glossary of Information Work Products
<table>
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<th>Establish Compliance Management Framework</th>
<th>Determine Process Relationships to Other Processes</th>
<th>Intra L-Compliance Management Framework Intra L-Policies, Standards and Models Intra O-Inter-Process Relationships</th>
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**ITSM to Function Mapping & RACI**

<table>
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<th>Activity</th>
<th>Task</th>
<th>Information Work</th>
<th>Product</th>
<th>Role</th>
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Manage the relationships and interactions between functions.

Service Coordination

- Service Provider
- Internal Functions: TA, PMO-DA, NetOps, Other*, DISA
- External Supplier: ES/TS, H/S

Service Level Mgmt—Define Agreements, Monitor and Report Performance, Recommend SIP’s

Service Agreements: SLA’s, OLA’s, UC’s

Relationship Mgmt Relationships & interactions within Service Supply
Future Lunch and Learn Events

IT Management Standards and Practices

- 16 FEB Compliance – Laws, By Laws, & Compliance Business process
- 2 MAR Threat Vectors
- 16 MAR COBIT 5.0 Overview, purpose, value
- 30 MAR IT Governance Standards 38500, Planned 38501, 38502 and Practical implementation issues

Value Realization: Issues related to Common IT Management Improvement Initiatives

- 6 APR Value Realization – Issues preventing ITSM Initiatives from producing Value
- 13 APR Value Realization – Producing Business Value Service Desk Improvements
- 20 APR Value Realization – Producing Business Value in configuration information initiatives
- 27 APR Value Realization – IT Service Strategy and Business Value
- 4 MAY Value realization – IT Management Transformation Success factors

IHR Committee Meeting to debrief on how this is going and make course corrections if needed

23 FEB

IHR Committee Meetings to debrief on how this is going and make course corrections if needed

11 MAY