



Measurable best practices in IT Management

ISACA Sydney Chapter
Technical Session
22 April 2002

Agenda

IT Service Management and auditing

ITIL background and future

ITIL processes

ITIL and outsourcing

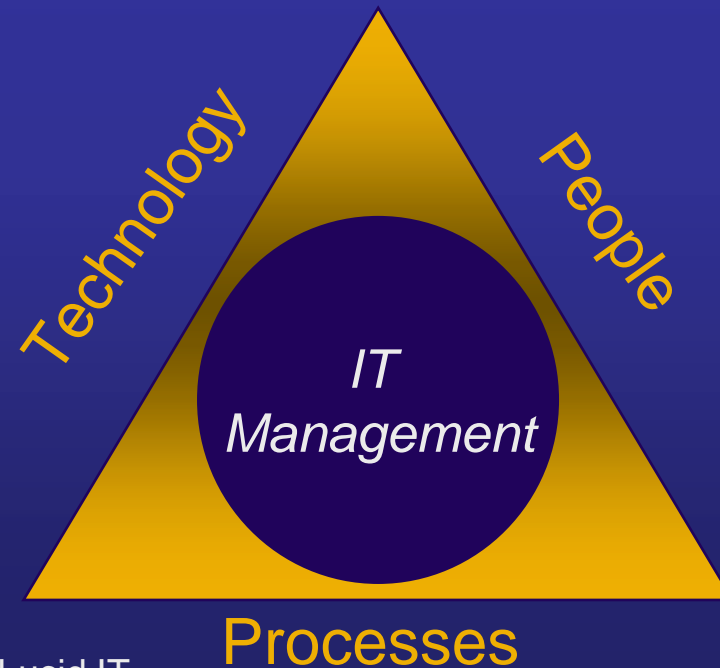
Measurement, Control and Audit

ITIL and BS15000

IT Service Management

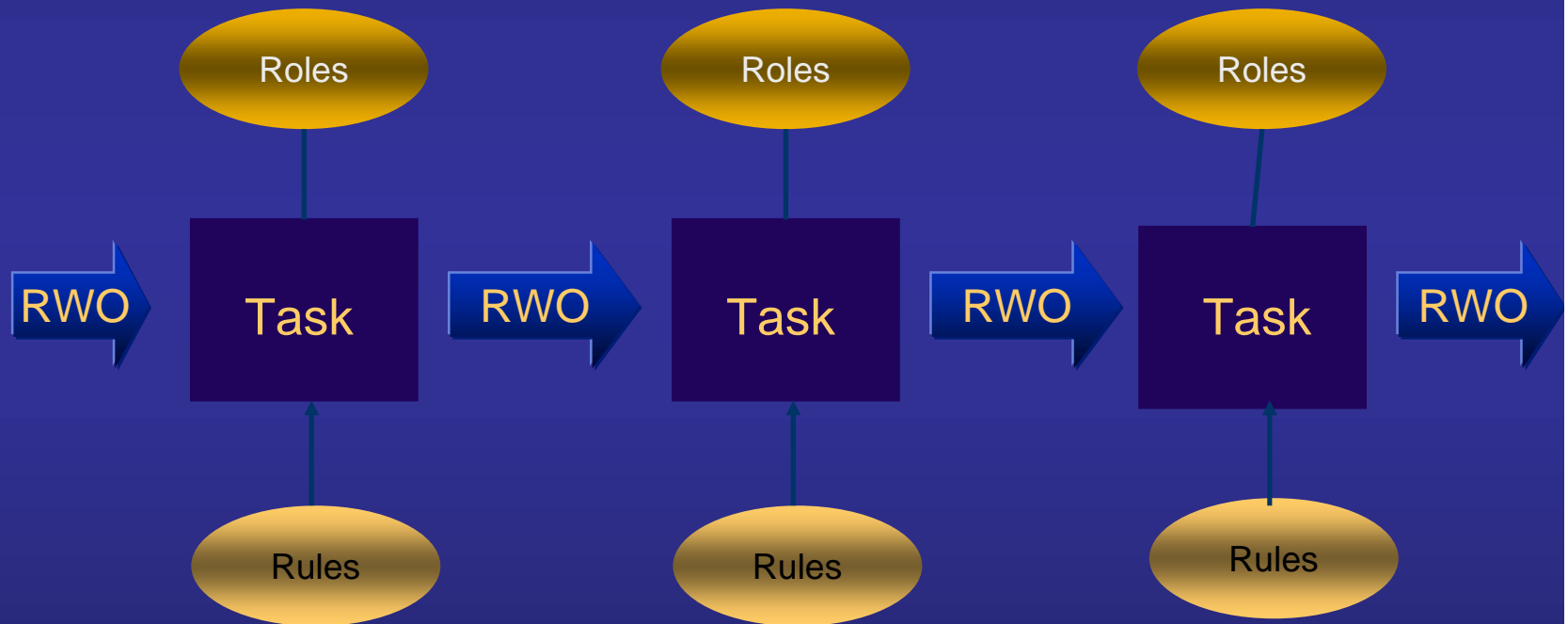
- ◆ To meet increasing demands, modern IT organisations need to implement balanced changes in the following aspects of their organisation:

- Management
- People
- Processes
- Technology



The Process Approach

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Processes & Departments



What to monitor, control and audit ?

- ◆ Service Levels
- ◆ Process performance
- ◆ Process compliance
- ◆ Policy compliance

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In an IT Service Delivery organisation, in house or outsourced

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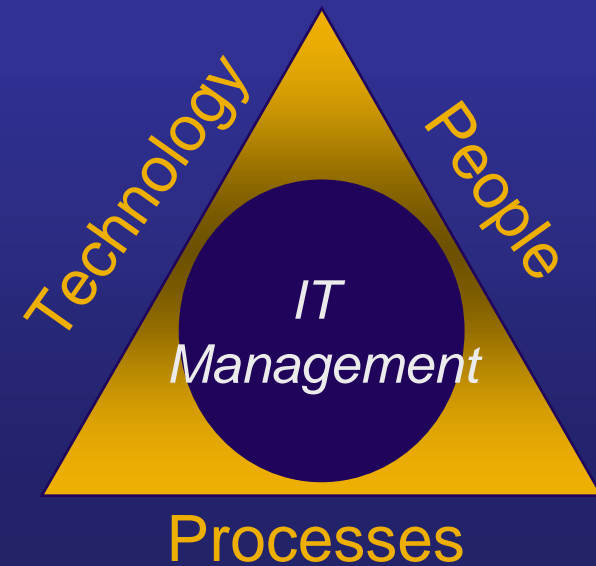
Measurement, Control and Audit

ITIL and BS15000



ITIL

Best practice IT management process model



ITIL

- ◆ ITIL = '*IT Infrastructure Library*'
- ◆ A set of books, describing a systematic, professional approach for the *management* of IT service provision
- ◆ Providing 'optimal service provision' aligned with business requirements at justifiable costs
- ◆ Best practice, non-proprietary methodology
- ◆ The accepted de facto world standard in IT Service Management
- ◆ Applicable to organisations in the public and private sector, large and small

Stakeholders



- ◆ Office of Government Commerce (OGC)

<http://www.ogc.gov.uk/itil>



- ◆ ISEB, EXIN (manage the certification process)



- ◆ IT Service Management Forum (itSMF);



<http://www.itsmf.org.au>

- ◆ British Standards Institute



<http://www.bsi-global.com>

- ◆ Accredited Suppliers of ITIL Education

Practical use of ITIL

- ◆ ITIL is a “framework” and foundation for BS15000 standards
- ◆ Looking to implement best practices ?
 - Compare your requirements with the overall framework
 - Select from ITIL best practices to design processes within your IT Management framework
- ◆ Looking to audit IT Service Management processes?
 - Develop or buy process assessment methods, or
 - Align with BS15000
- ◆ Use ITIL training to develop your vision, create a shared terminology and shared understanding

Certification

Master Level

Service Manager

Specialisation

Service Support

Incident Management

Configuration Management

Problem Management

Change Management

Practitioners Certificates

Availability Management

Service Level Management

Capacity Management

Financial Management

Service Delivery

Foundation Certificate

Base

A Brief History of ITIL

- ◆ Late 1980's ITIL used in the UK
- ◆ Early 1990's ITIL introduced in Europe
- ◆ Mid 1990's ITIL is de facto standard for IT Service Management in Europe
- ◆ Late 1990's ITIL introduced in the USA, South Africa and Australia
- ◆ 1998 First itSMF conference in Australia
- ◆ 2001 Main volumes of the Library updated; More than 150 attendees at the annual itSMF Conference; Launch of BS15000 standards
- ◆ 2002 Strong growth of ITIL awareness and demand in Australia

A Few Organisations Using ITIL

- ◆ CBA (Group Audit)
- ◆ ING
- ◆ Department of Defence
- ◆ Department of Health (Qld & NSW)
- ◆ Telstra
- ◆ ABN AMRO
- ◆ JB Were
- ◆ TAB
- ◆ St Vincent's

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Strategic, Tactical & Operational

- Long Term Planning
- Business Model
- Exec direction
- Exec business interface
- Midterm Planning
- Putting strategy in place
- Business alignment
- Operational
- Service Levels
- Stability
- Support
- Recovery

Strategic

Tactical

Operational

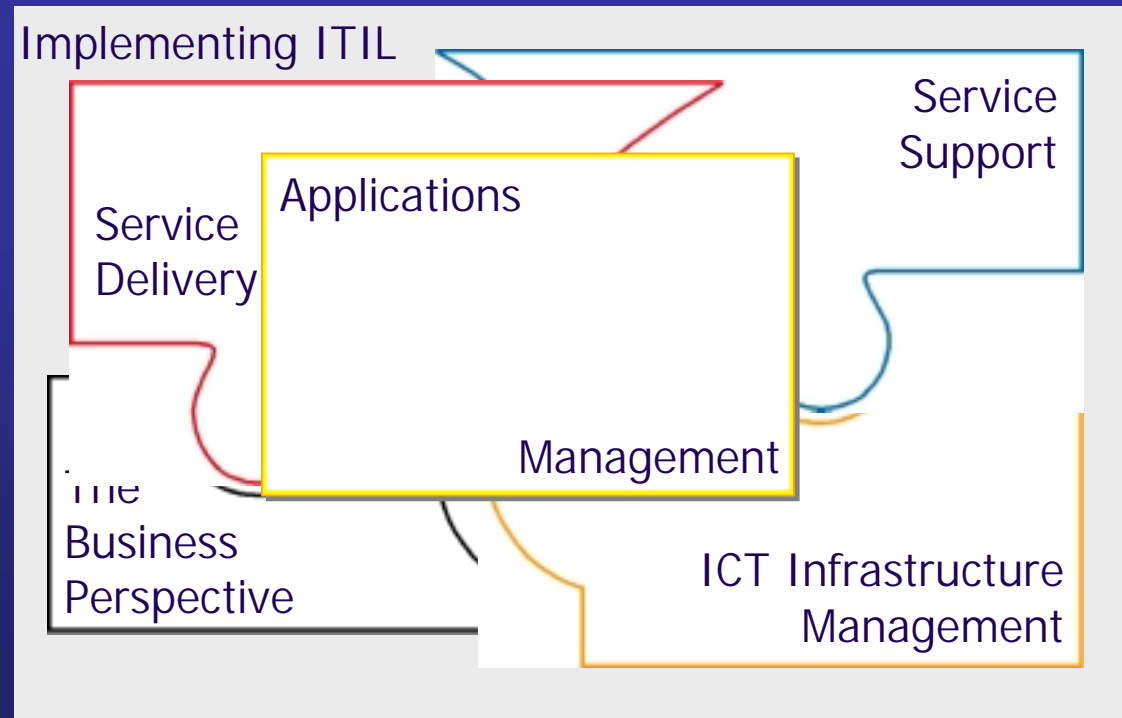
*ITIL
Service Delivery
Set*

*ITIL
Service Support
Set*

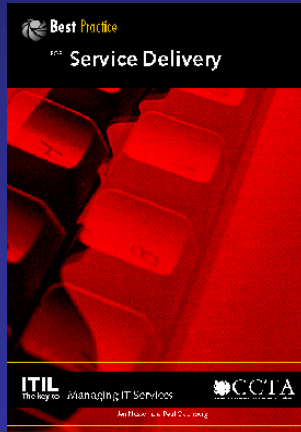
ITIL's Jigsaw Concept

- ◆ Improved customer satisfaction
- ◆ Reduced cost in developing practices and procedures
- ◆ Optimal communication flows between IT staff and customers
- ◆ More effective use of skills and experience

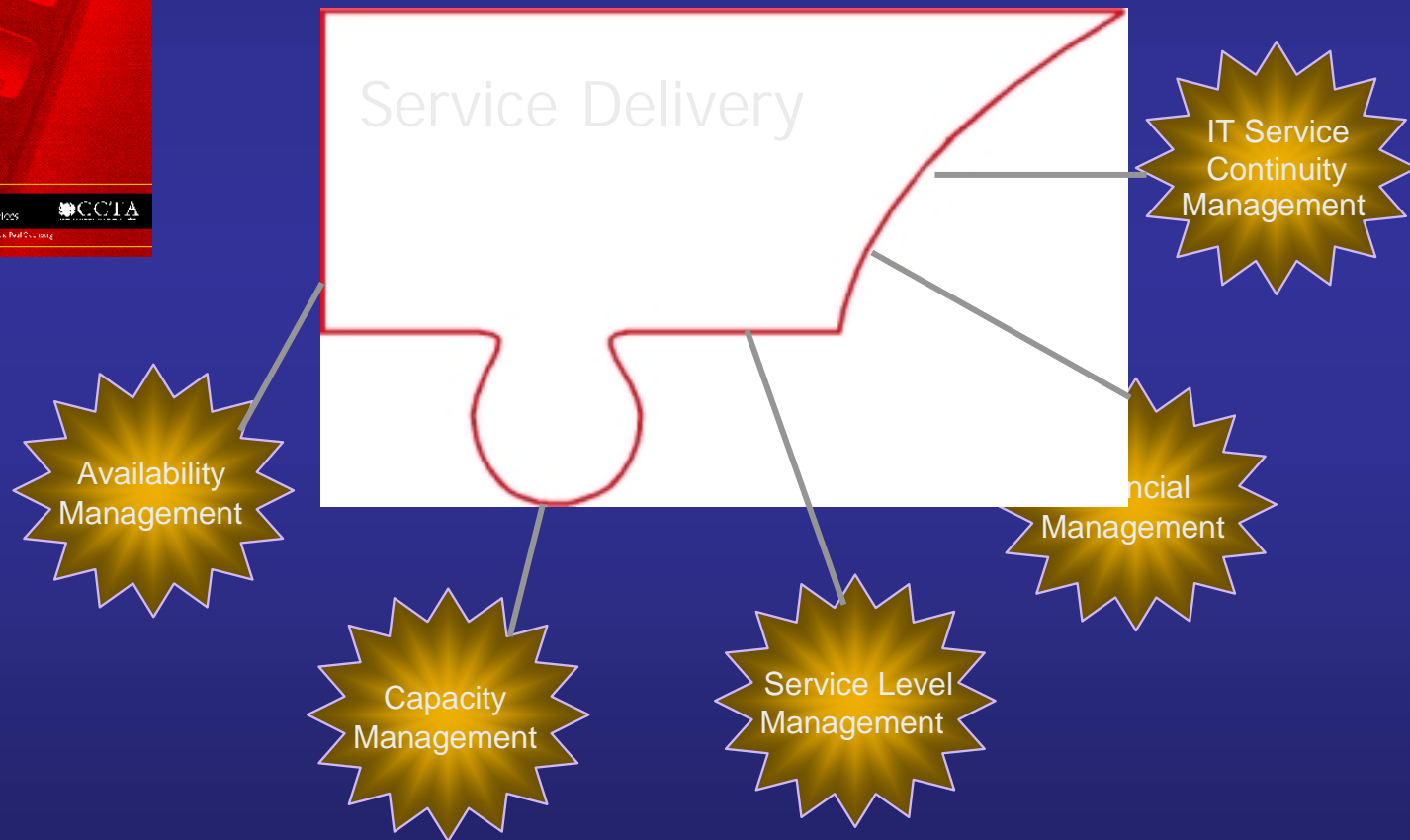
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Service Delivery Components



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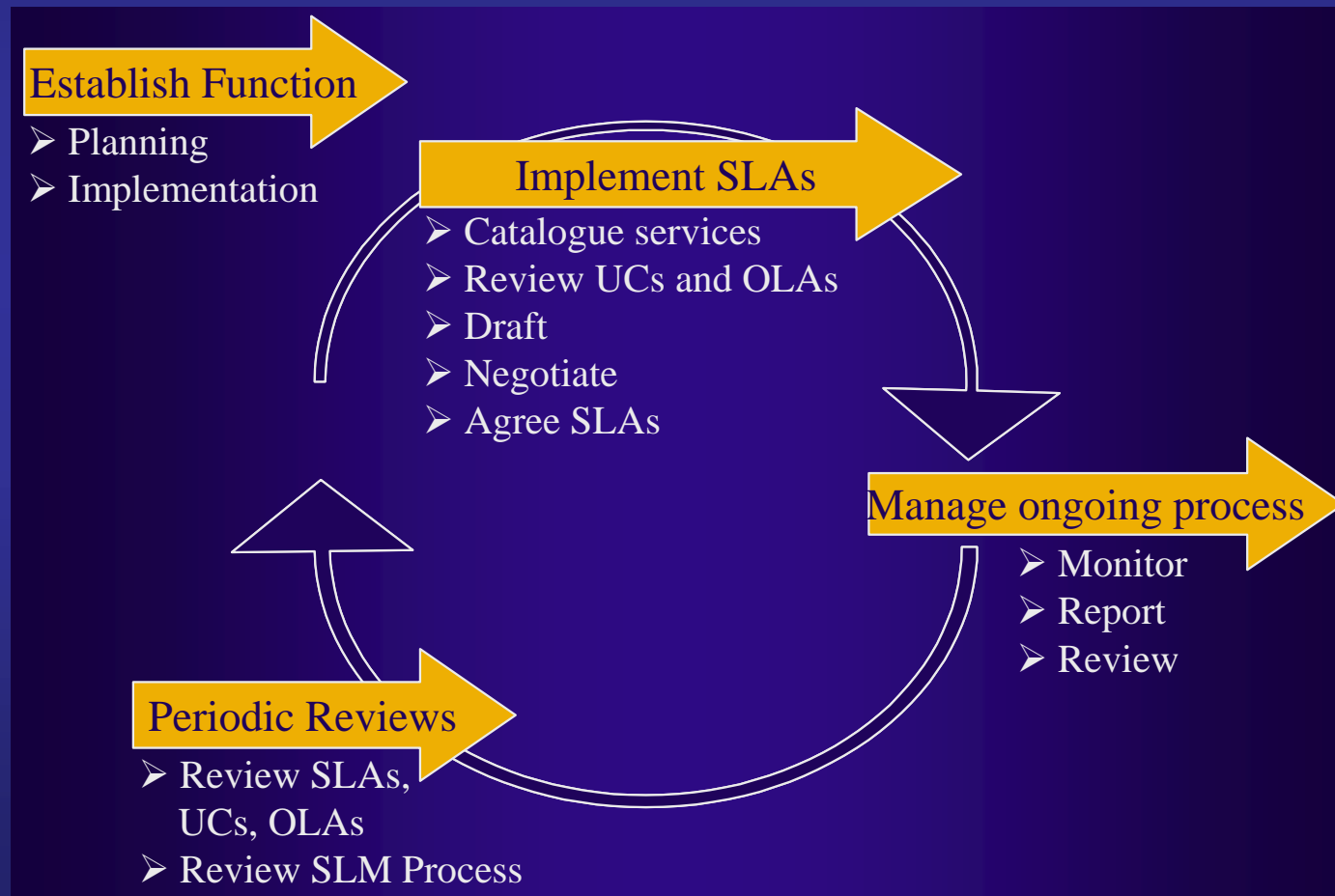


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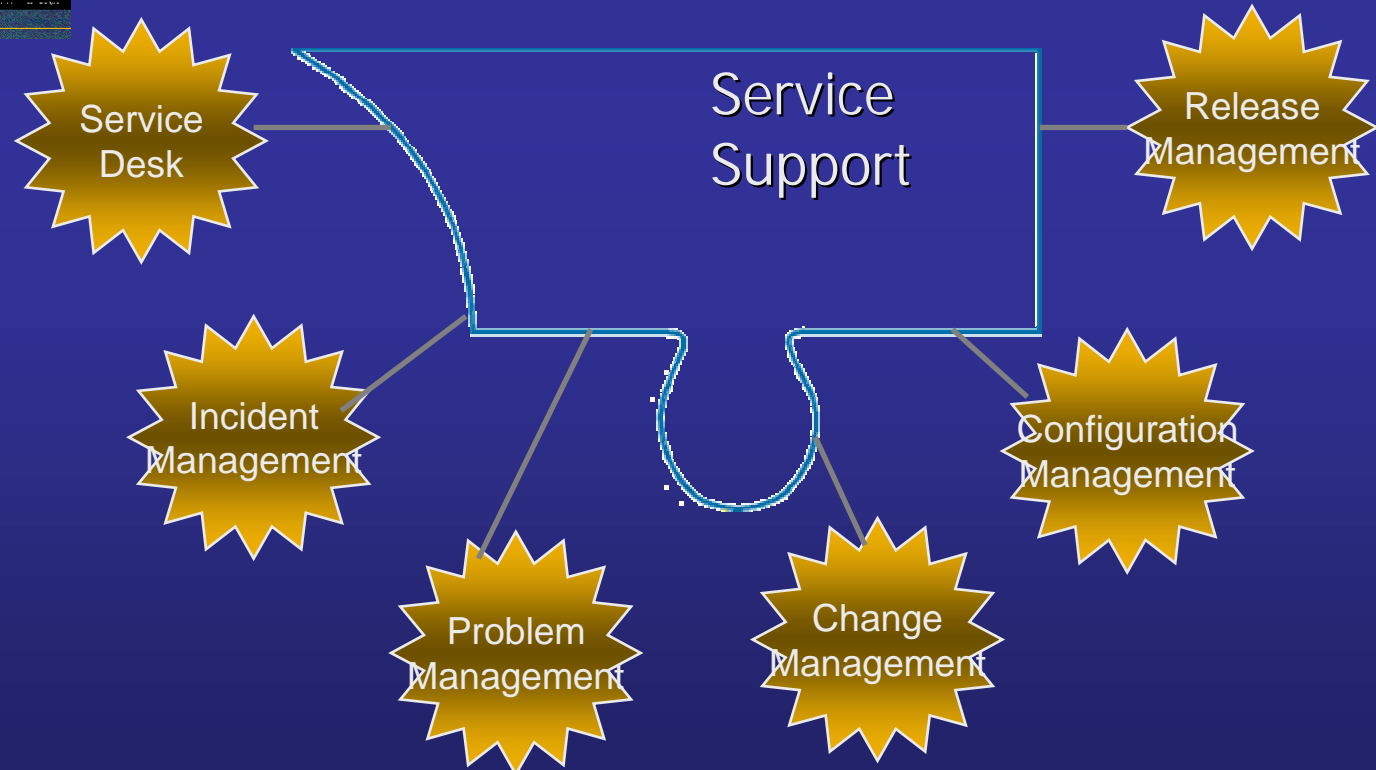
Example: Service Level Management



Activities



Service Support Components





Example Change & Release Management



Activities

RFC

Preparation

Prioritise &
Classification

Impact & Resource
Assessment

Approval & Scheduling

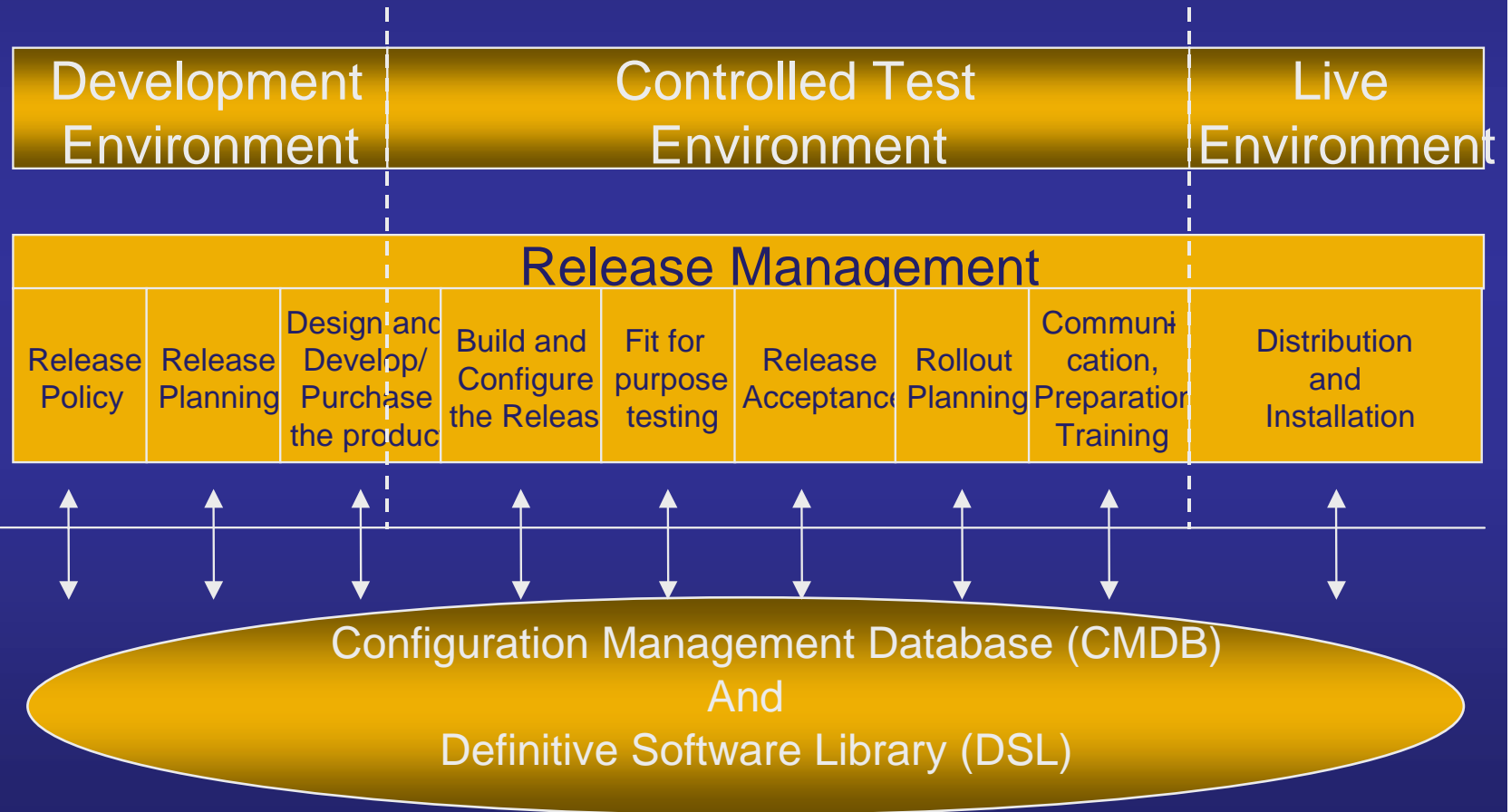
Building and Testing

Authorisation &
Implementation

Review & Closure

*Release
Management plans
and builds releases
under Change
Management
Control*

Activities



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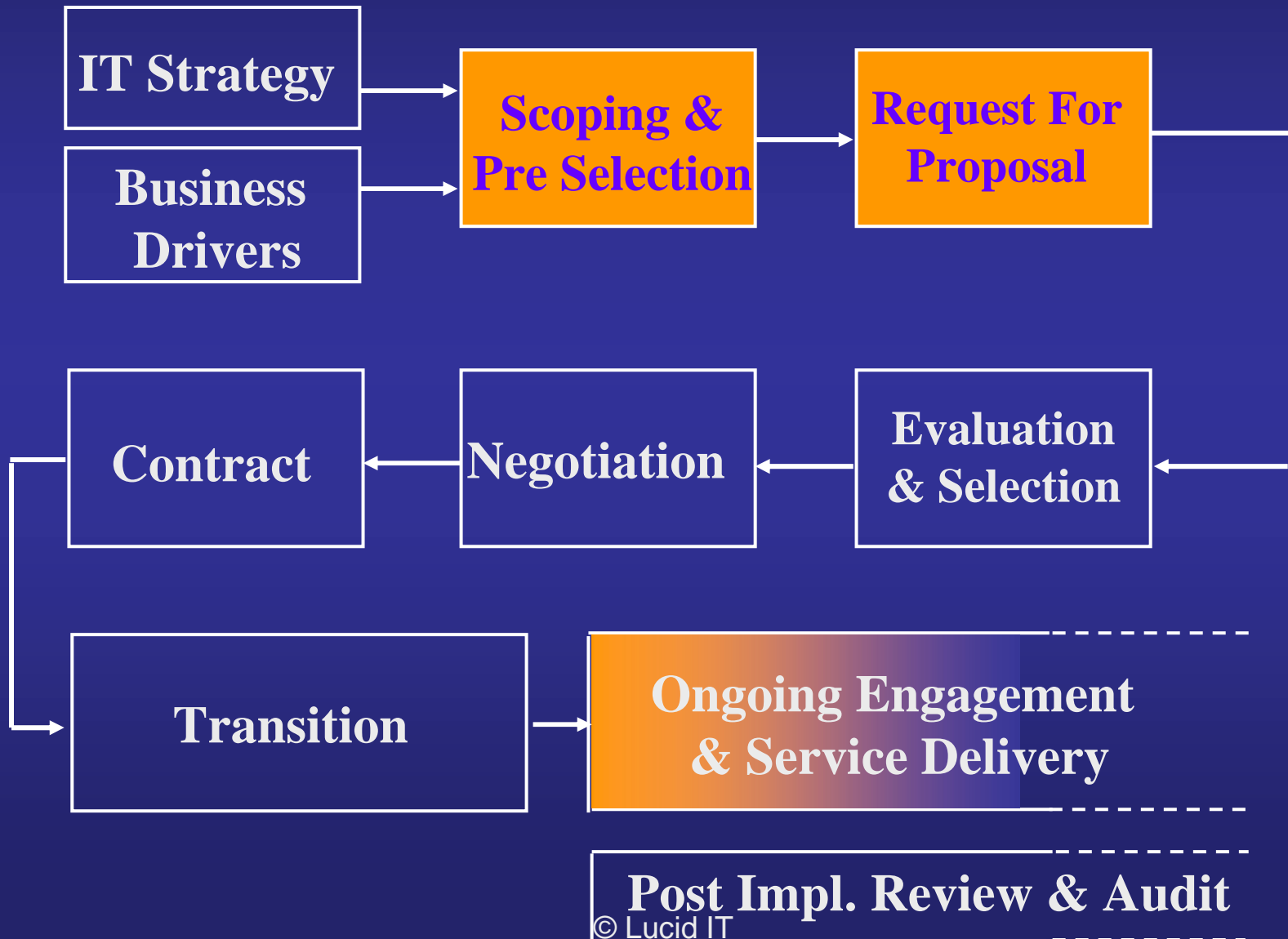
ITIL processes

ITIL and outsourcing

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Typical outsourcing process



Define processes - 1 -

Use ITIL to map and define all IT Management processes

- Do not outsource strategic processes
- Strategic partnership adds value
- Co-own some of the tactical processes
- Clearly define roles /responsibilities
- Outsource most of the operational processes
- Clearly define roles /responsibilities

Strategic

Tactical

Operational

Processes - 2 - Example : Chmgt



Run	Vendor	Client
Submit Request For Change		✓
Record and process Request for Change	✓	
Classify (category, size, priority) Request For Change according to schedule	✓	✓
Day-to-day management of the process, including preparing and chairing the Change Control meeting.	✓	
Schedule Changes	✓	
Overriding Authority to Accept, Prioritise & Schedule medium & large changes		✓
Build Changes (components within the scope of this contract)	✓	
Build Changes (components outside the scope of this contract, like application builds)		✓
Update Asset/Configuration Management Database	✓	
Implement Changes	✓	
Inform requester	✓	
Publish Change Calender	✓	
Online Monitoring of Change Database & procedures		✓

Processes - 3 - Service Levels



Description	Service Level
<p><i>Process Requests For Change</i> Completed RFC forms forwarded to the Change Control Meeting</p>	<p>x % of complete forms submitted 1 work day before the Change Control meeting</p>
<p><i>Prepare Change Control Meeting</i> Inform all attendees in time, so the meeting is an effective decision making forum</p>	<p>Inform all attendees about agenda and RFC's y hours before the Change Control Meeting</p>
<p><i>Percentage of Urgent Changes</i> Urgent changes go past the regular process due to serious and immediate service degradation or risk</p>	<p><z%</p>
<p><i>Percentage of rollbacks</i> Percentage of changes that had to be rolled back due to errors</p>	<p><xx%</p>
<p><i>Percentage of successful implementations</i></p>	<p>>99%</p>
<p><i>Change Calendar</i> Change Calendar is published on intranet and emailed to agreed IS representatives, Business Representatives and TS representatives; The calendar shows scheduled outages of all end-to-end services for the next 3 months</p>	<p>Weekly update of the calendar 3 months planning schedule</p>

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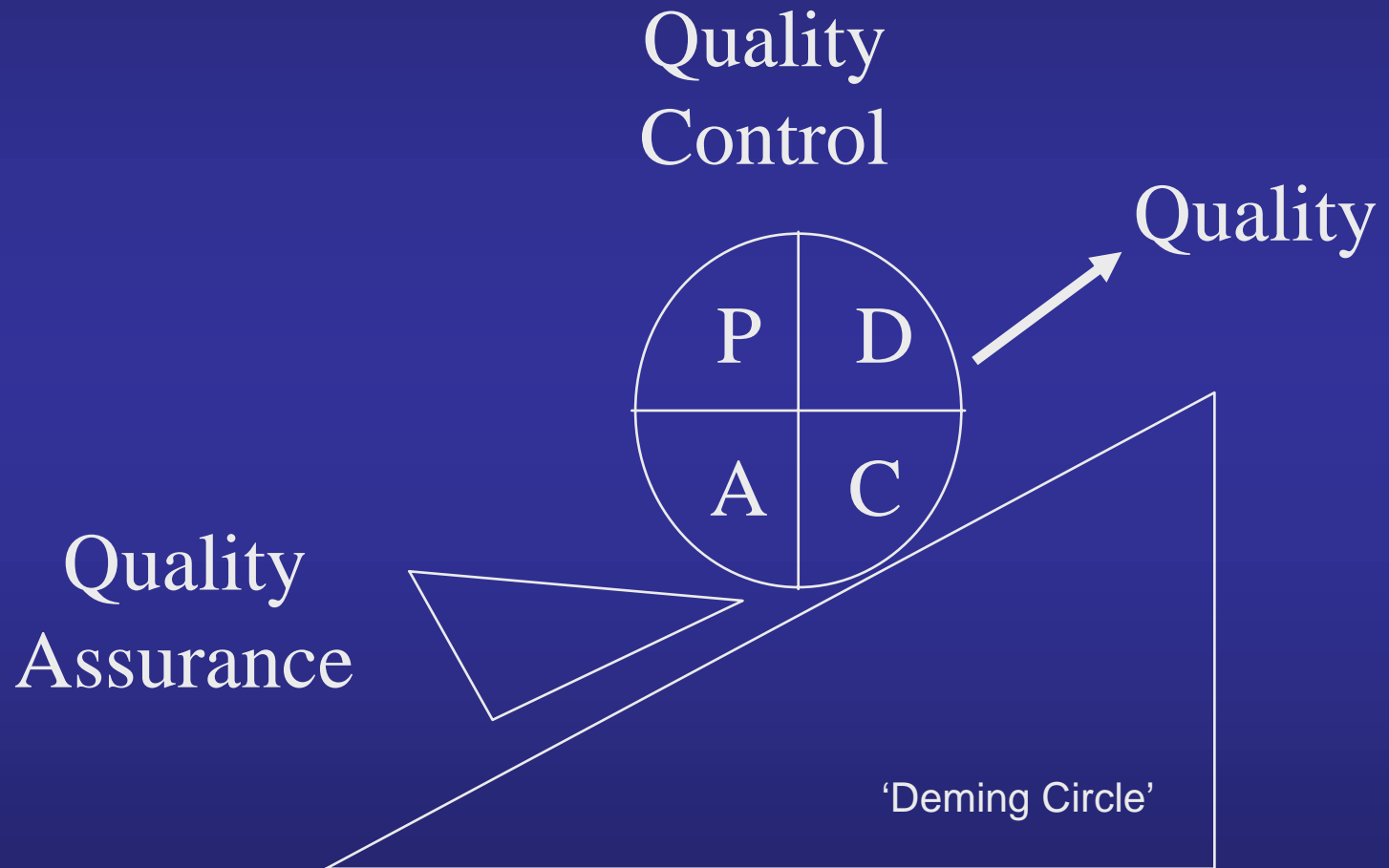
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Quality control

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Quality Assurance

Balanced Measure of Service Delivery end-to-end

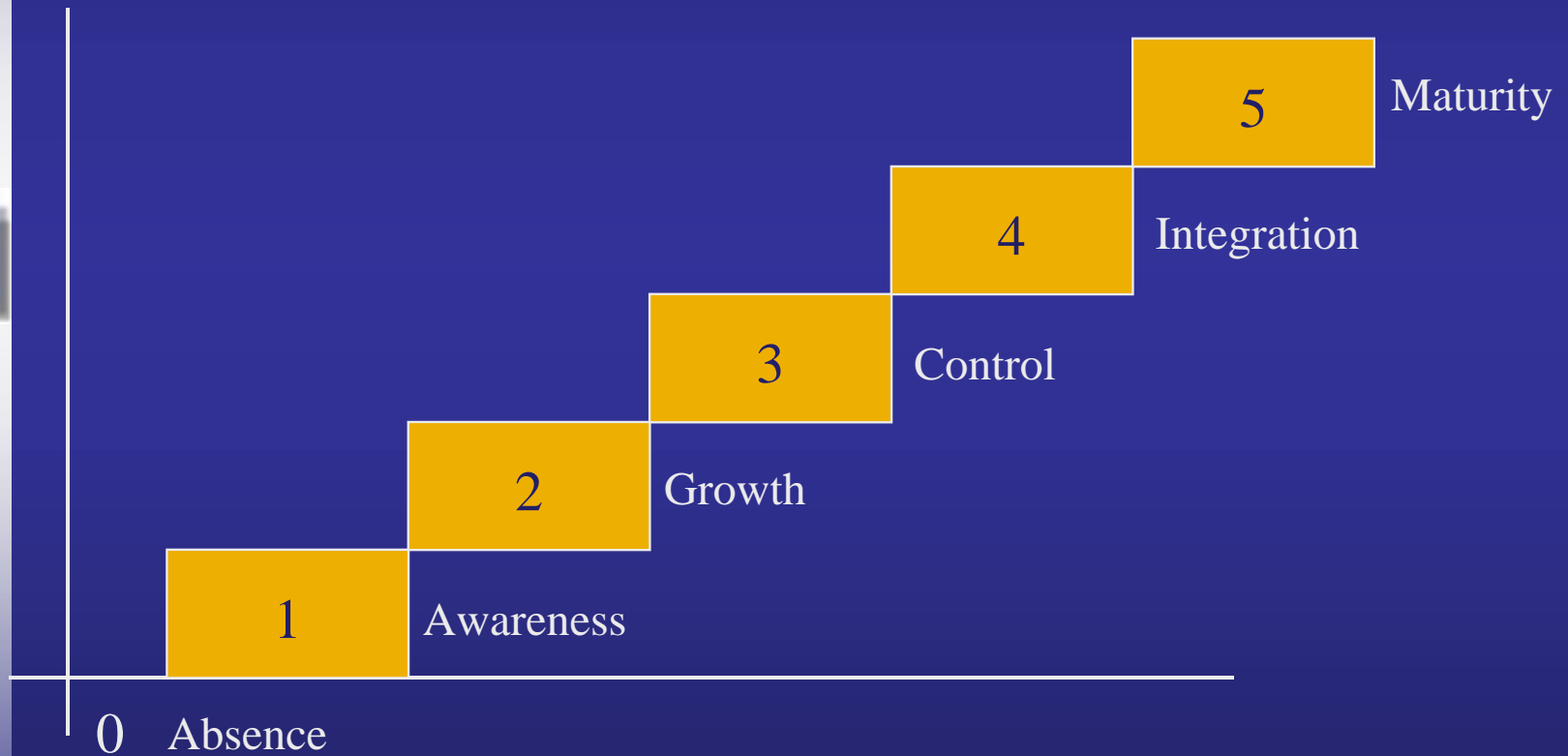
- ◆ Customer Satisfaction Surveys
- ◆ Capability Maturity of ITIL Processes
- ◆ Cost Benchmarks

Process Audits

- ◆ Process Handbooks for reference
- ◆ Audit Trails in tools and databases (Configuration, Change, Help Desk, Capacity)
- ◆ Audit Trails of Management Reports and minutes
- ◆ Audit Trails of Improvement Programs

Process Excellence Model

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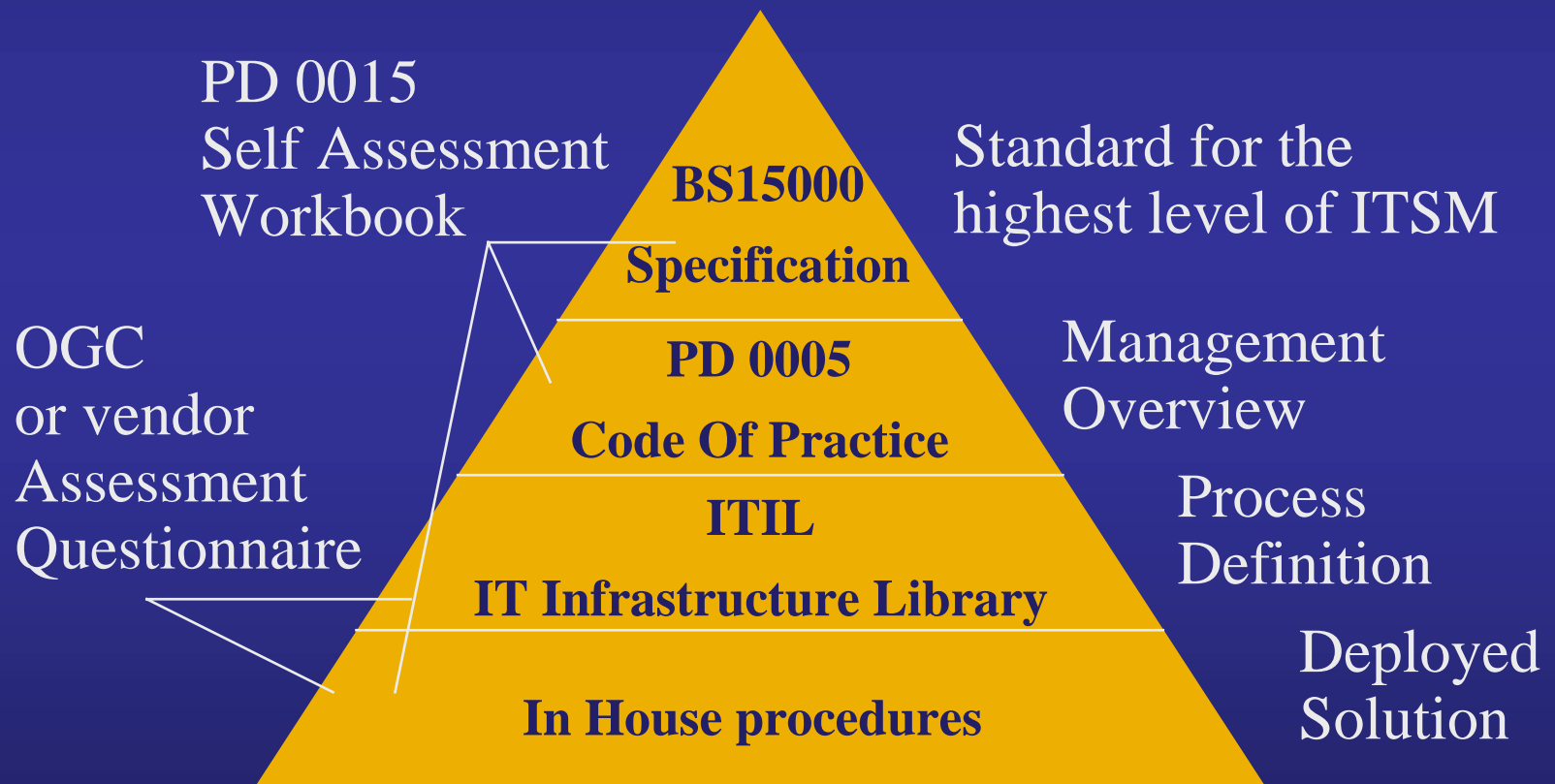
ITIL and BS15000

BS15000 Components

- ◆ Scope
- ◆ Normative Reference
- ◆ Definitions
- ◆ General
- ◆ Service Design and Management
- ◆ Relationship Processes
- ◆ Resolution Processes
- ◆ Control Processes

BS15000 represent standards for IT
Service Management, based on ITIL

ITIL and BS15000



BS15000 information

- ◆ These components form the basis for the assessment of a managed IT service,
- ◆ The standard may be used for a variety of purposes, including for outsource tenders, ensuring consistency by all service providers benchmarking and as the basis for formal certification,
- ◆ Documentation can be ordered or downloaded via the internet
- ◆ <http://www.bs15000.org.uk/>

Summary

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Any questions?

www.lucidit.com.au

h.petersen@lucidit.com.au

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