

ISO/IEC 20000 and ITIL v3

Rob Young

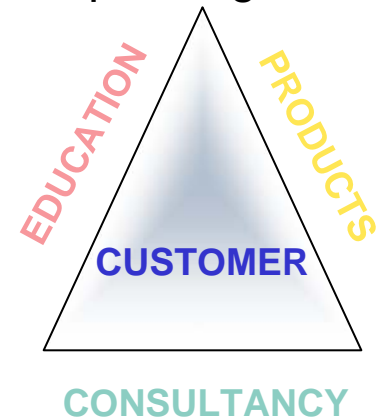


Agenda

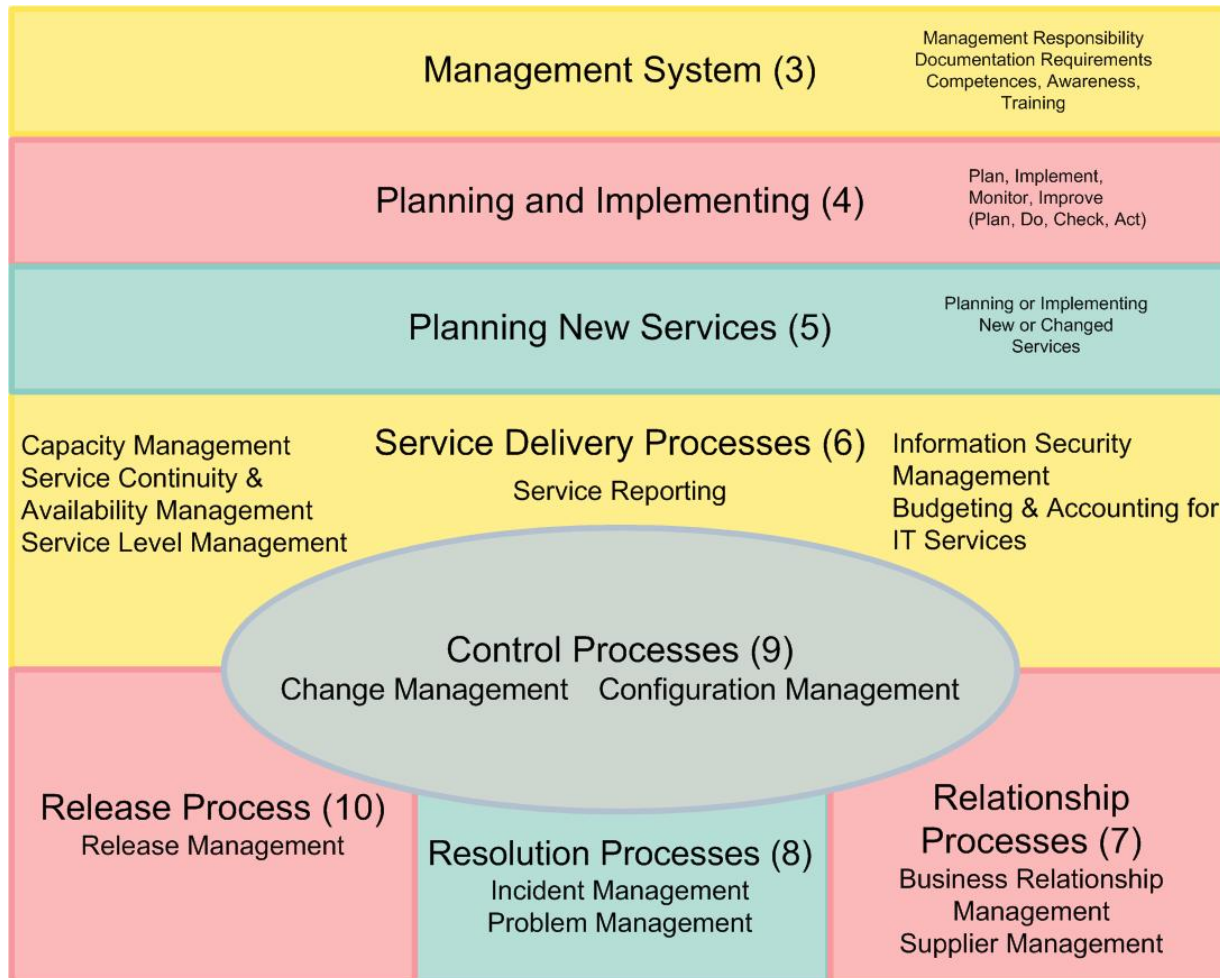
- Short intro
- Examination of the main sections of ISO/IEC 20000 and where ITIL v3 'helps' where perhaps v2 didn't.
In particular:
 - Management system
 - Planning and implementing service Management
 - Planning and implementing new or changed services
 - Service Delivery processes
 - Service Reporting
 - Information Security Management
 - Relationship processes
 - Business Relationship Management
 - Supplier Management

Fox IT– Authority in Service Management

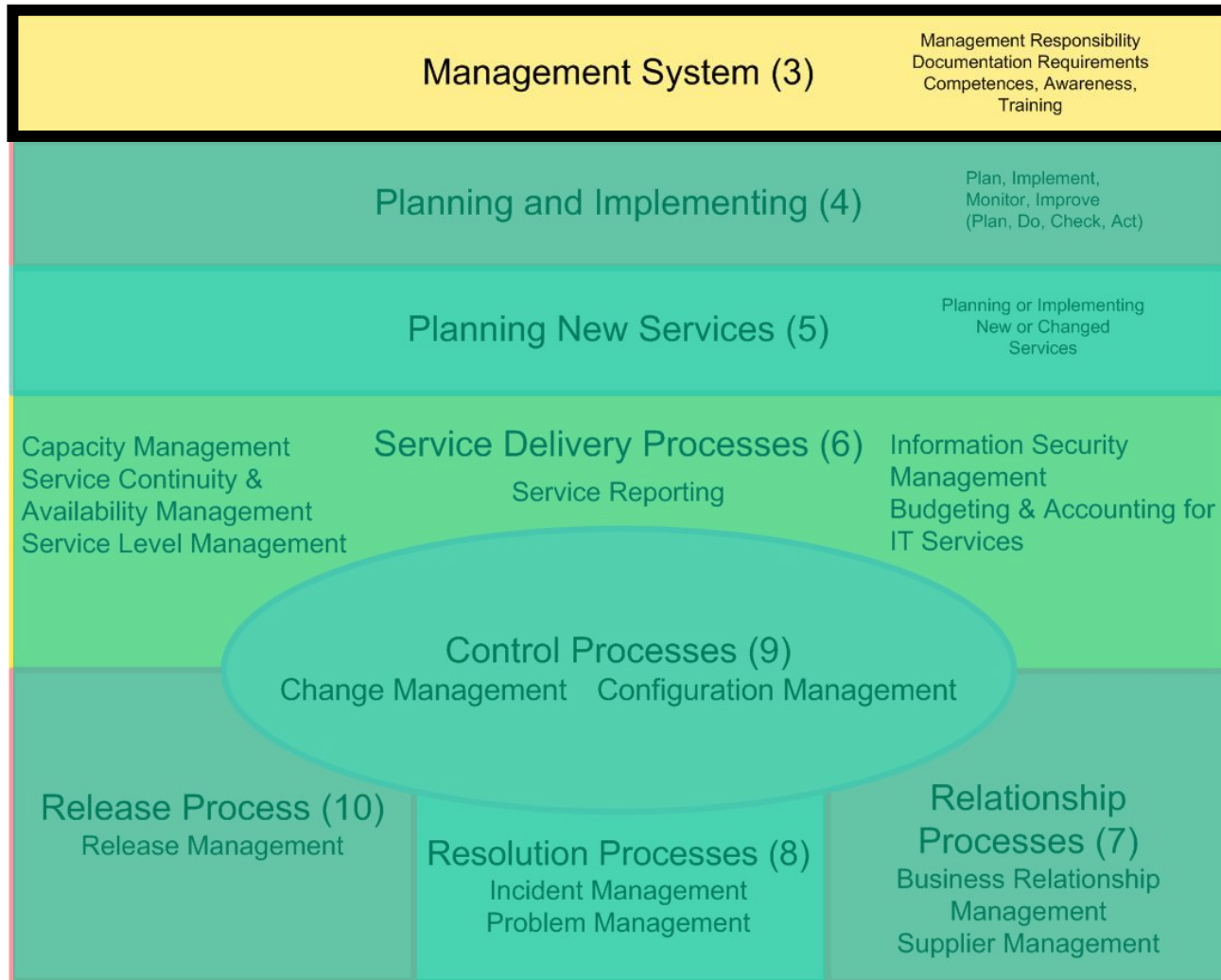
- **Exclusive focus in Service Management and Governance**
 - Independent company since 1981
 - World-class reputation
 - Business and services led approach
- **Large involvement in the original and ongoing development of ITIL**
 - Accredited ITIL based training since 1991
 - ITIL Derivatives ~ ISO20000, Microsoft's MOF
 - Strong representation in major industry bodies and public speaking events
- **Customers include**
 - Many of the world's leading IT companies
 - Large multi-national corporations
 - Financial service organizations
 - Government and public service organizations
- **Worldwide demand for our specialist expertise**
 - Driven by customer requiring efficiency, effectiveness, compliance and value for money



ISO/IEC 20000 Processes



Management System (3)



Documentation Requirements (3.2)

- Service providers **SHALL** provide documents and records to ensure effective planning, operation and control:
 - Policies and plans
 - Service level agreements
 - Processes and procedures (required by ISO 20000)
 - Maintain records (required by ISO 20000)
- There **SHALL** be procedures and responsibilities for document management

Competence, Awareness and Training (3.3)

- All service management roles and responsibilities **SHALL** be defined and maintained
 - Together with their required competences
- Staff competences and training needs **SHALL** be reviewed and managed
- Top management **SHALL**:
 - Ensure everyone understands their role / activities
 - Ensure everyone understands their importance in meeting the Service Management objectives

ITIL v3: Processes and Roles

● Process

- A structured set of activities that achieve a specific objective

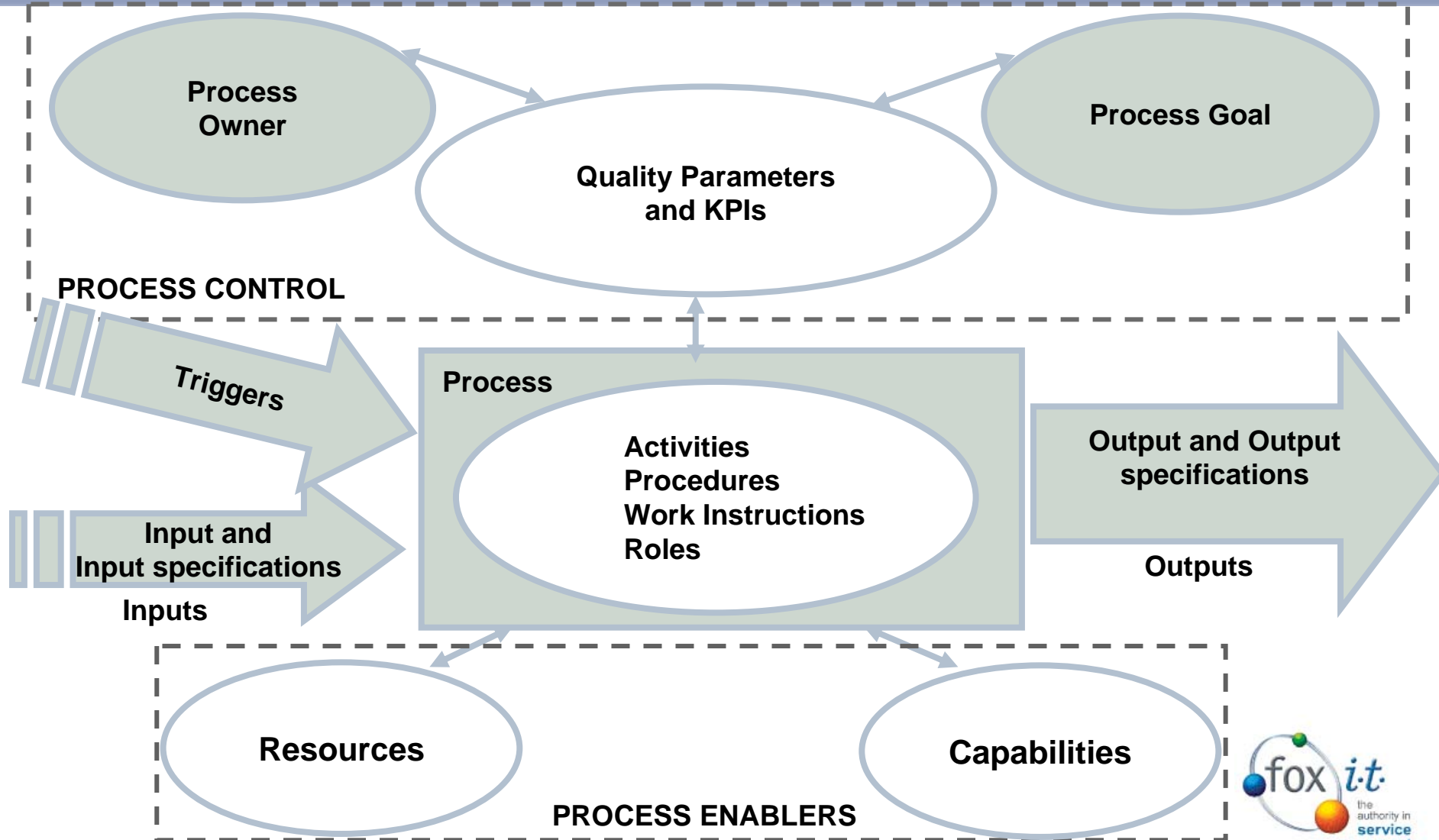
● Role

- A set of responsibilities defined in a process and assigned to a person or team

● Process Owner

- Accountable for ensuring the process is performed effectively and efficiently and is complied with and is subject to continual improvement

ITIL v3: Generic Process Model



ITIL v3: Characteristics of a Process

- Can be measured
 - Metrics should allow efficiency and effectiveness to be measured
- Delivers specific results
 - A process exists to deliver an outcome
 - The outcome must be identifiable and quantifiable
- Has a customer or stakeholder
 - A process delivers the outcome to a customer or stakeholder who must be happy with the outcome
- Responds to specific events
 - A process may be ongoing or iterative
 - It should be initiated by a specific trigger

ITIL v3: RACI matrix

● Responsible

- Those who perform the activity or make the decision
- Responsibilities can be shared

● Accountable

- The individual who is ultimately accountable
- Only one can be assigned to an activity or decision

● Consulted

- Those who need to be consulted or provide input before an activity is performed or a decision is taken
- This is a two-way process

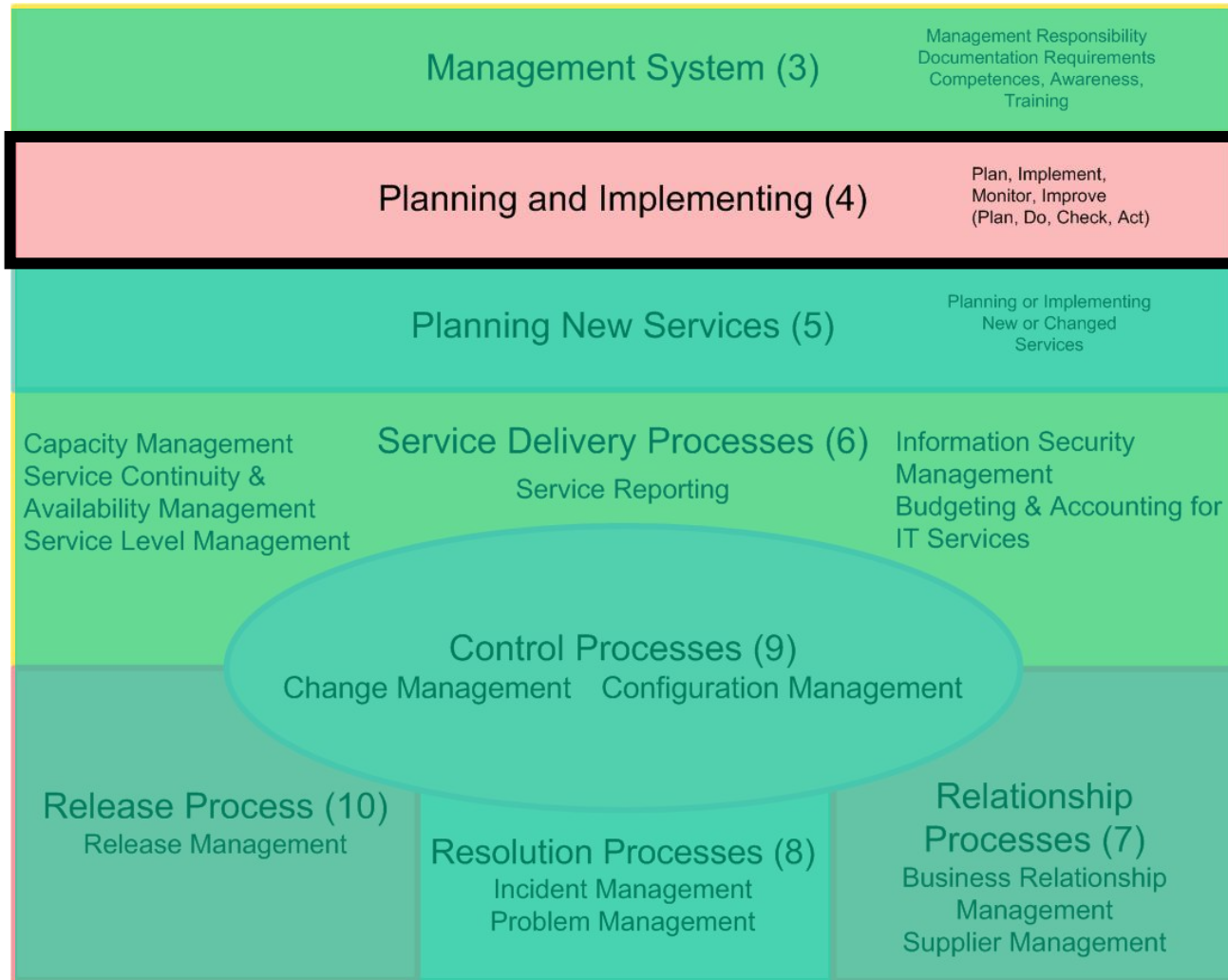
● Informed

- Those who need to be informed after an activity is performed or decision is taken
- This is a one-way process

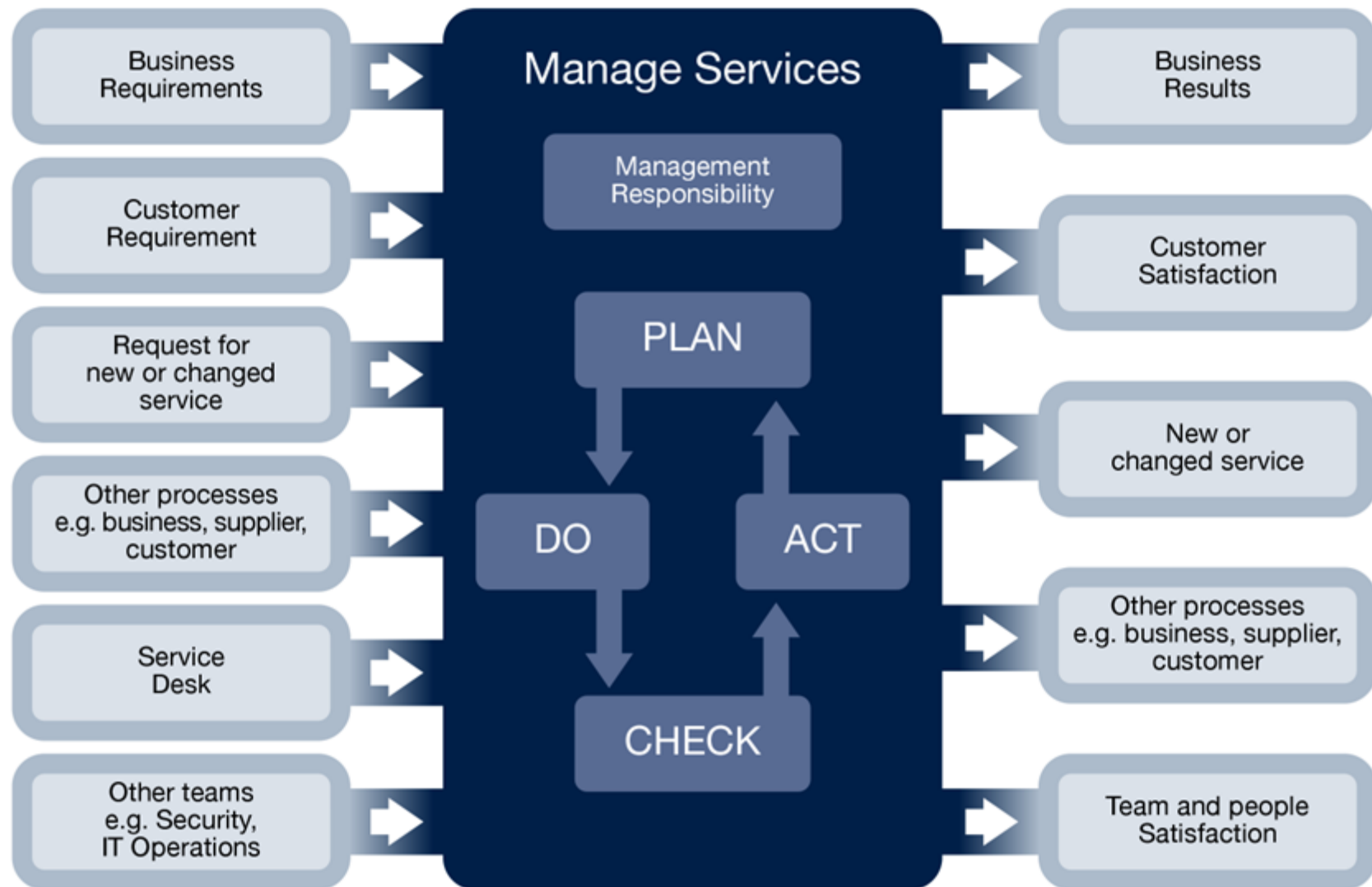
ITIL v3: Example RACI matrix for Incident Management

	Service Desk Mgr	SD Operator	User	Support Groups	Problem Mgr
Report		I	R	R	
Log		R			
Classify		R		C	
Problem or Major Incident	I		I	C	CR
Investigate and diagnose		I		R	
Resolve/recover		I	CI	R	
Close		R	C	I	
Monitor, track & communicate		R			
Process mgt & improvement	A	CIR	C	CI	CI

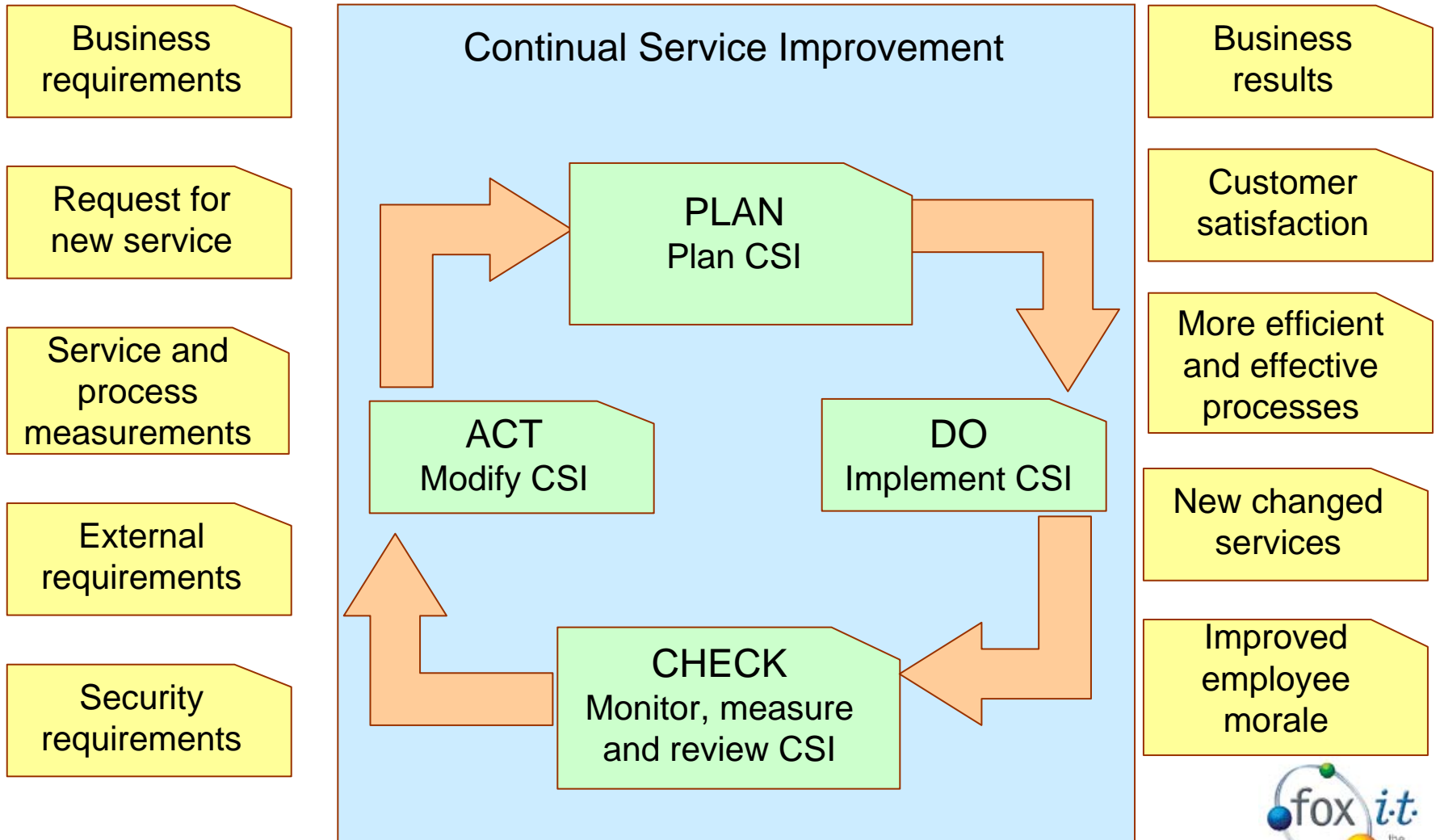
Planning and Implementing Service Management (4)



Plan-Do-Check-Act Methodology for Service Management Processes



ITIL v3: Using the Deming cycle



ITIL v3: Roles that support CSI

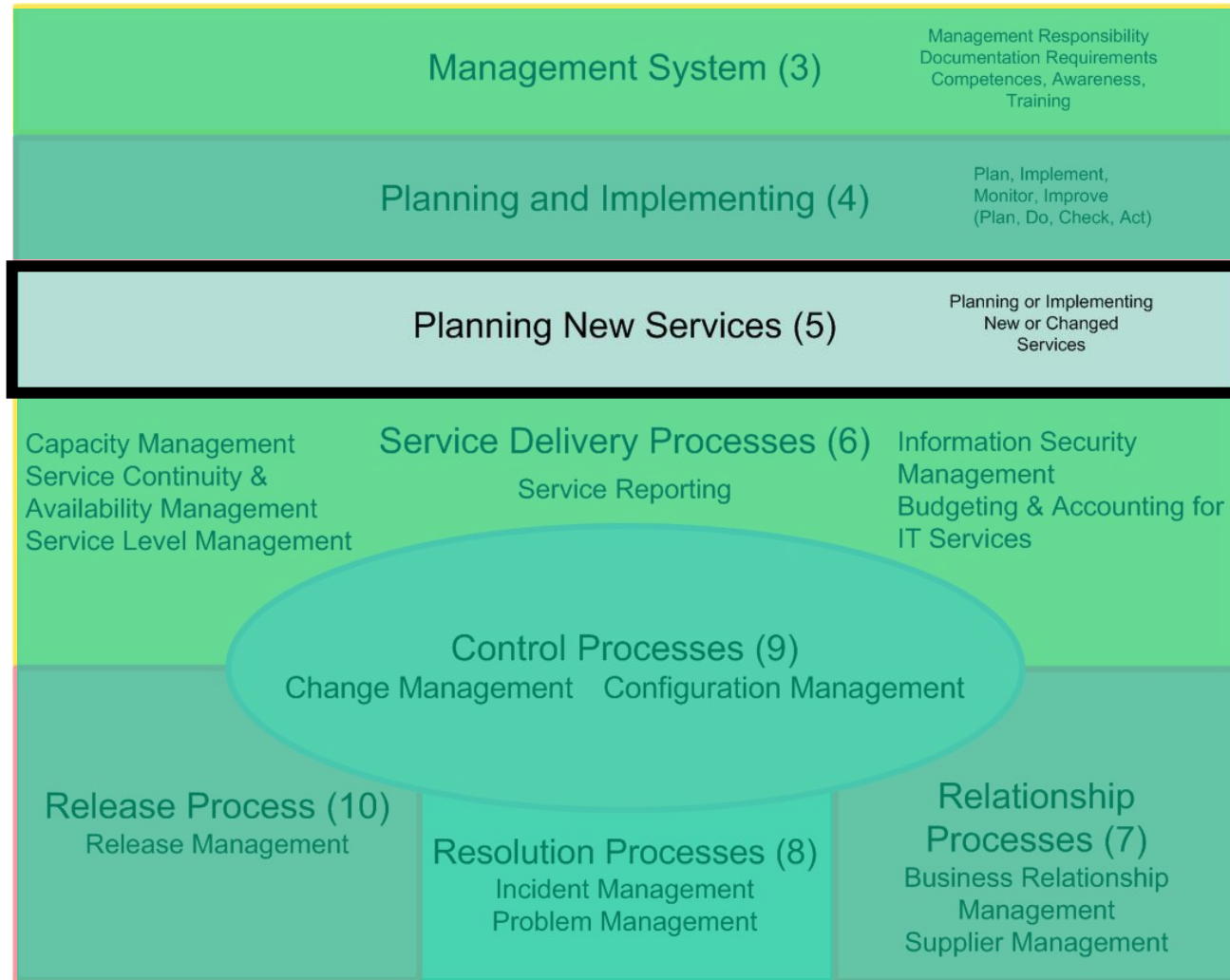
● CSI Manager:

- This role is ultimately responsible for the success of all improvement activities
- This single point of accountability coupled with competence and authority virtually guarantees a successful improvement programme

● Service Owner:

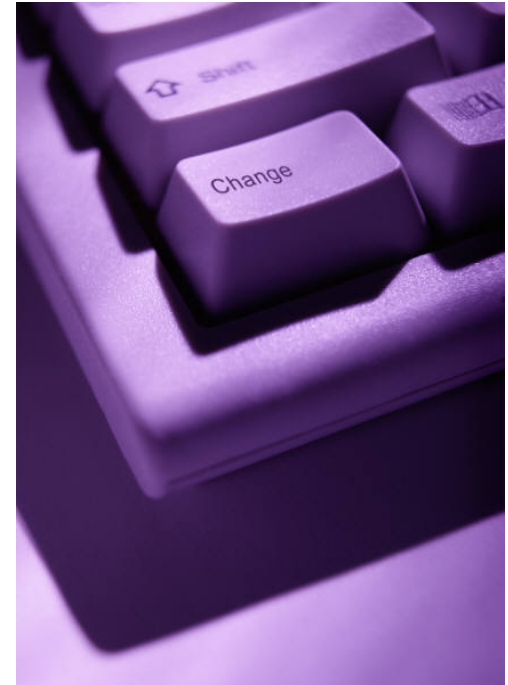
- Accountable for a specific service within an organization regardless of where the components, processes and capabilities to deliver the service reside
- Service ownership is critical to service management

Planning and Implementing New or Changed Services (5)



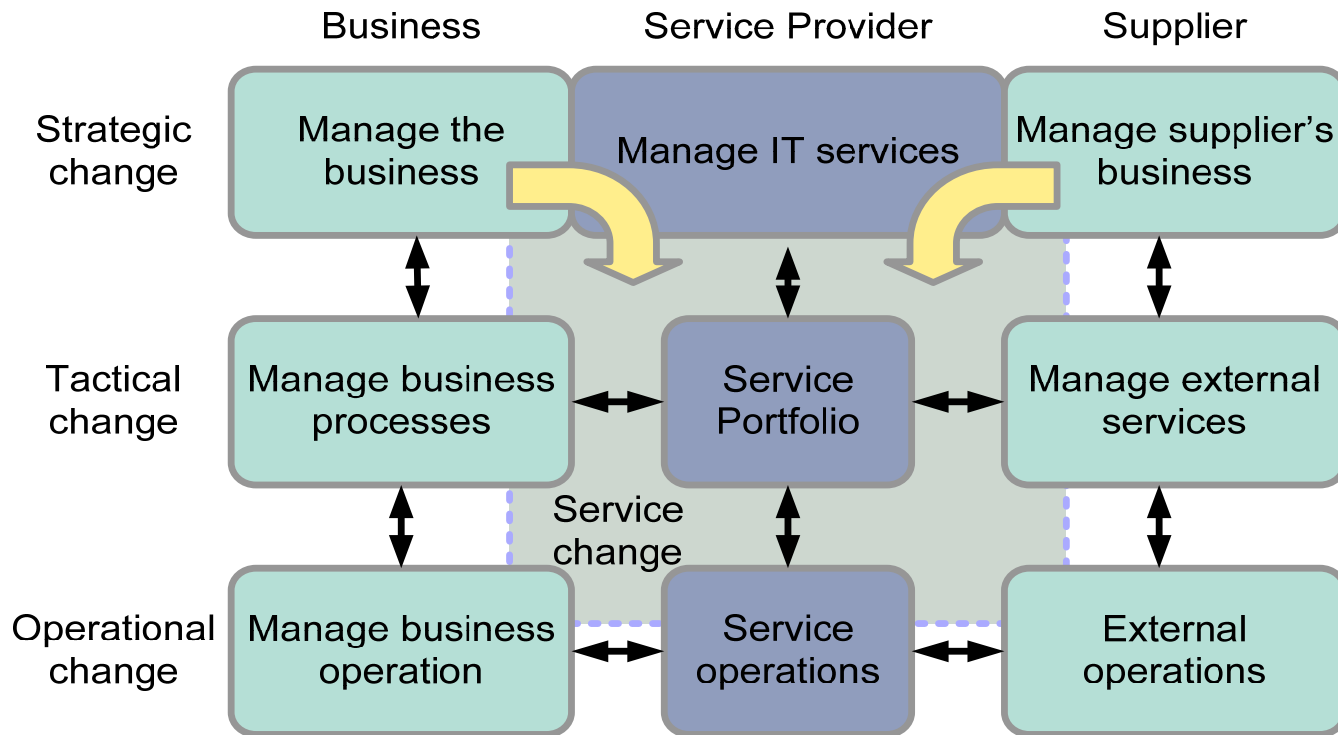
ITIL v3: Goals of Change Management

- Respond to the customers changing business requirements while maximising value and reducing incidents, disruption and rework
- Respond to the business and IT requests for change that will align the services with the business needs



ITIL v3: Change Management scope

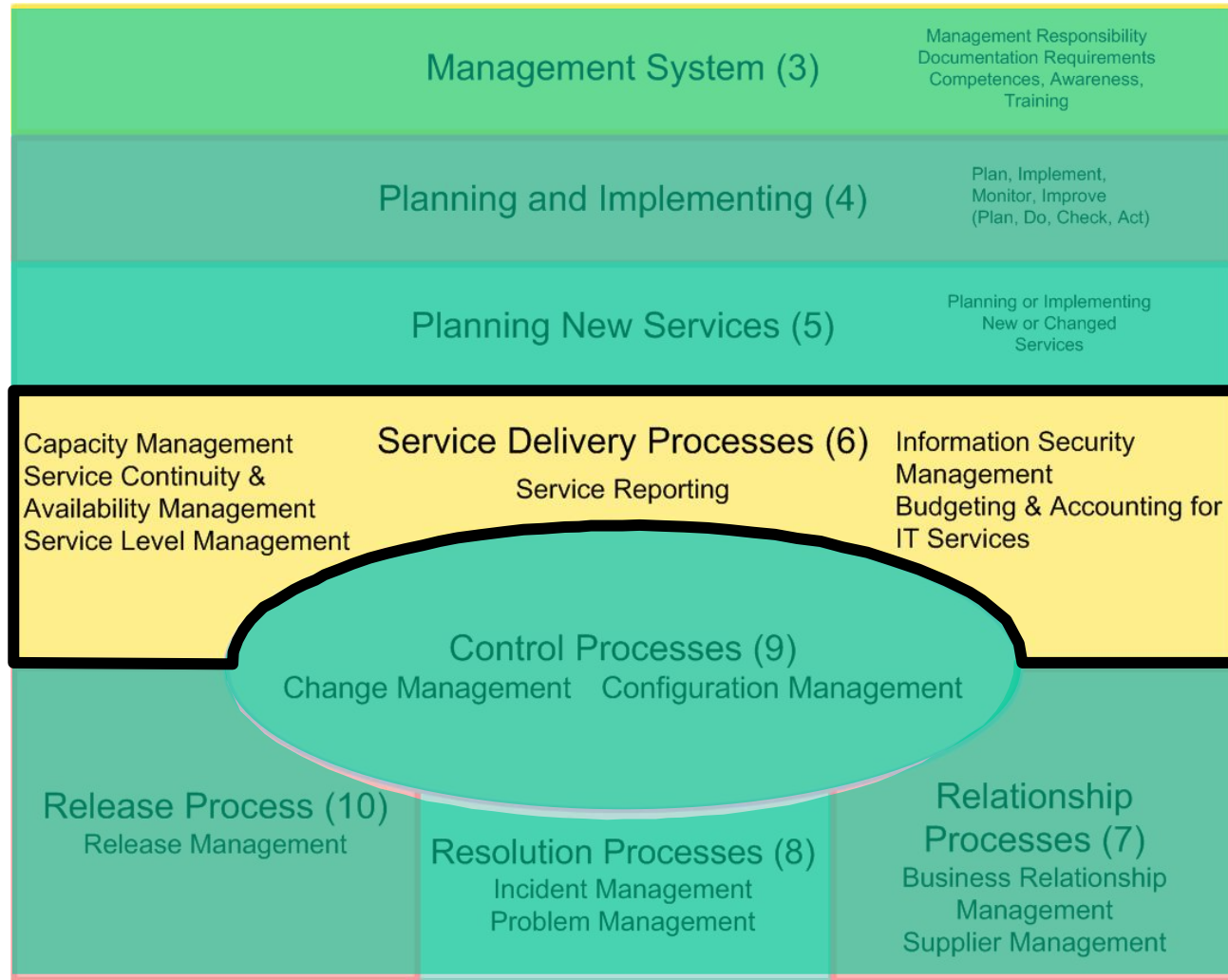
Changes to base-lined service assets and CIs across the whole service lifecycle



ITIL v3: Change Management scope (cont.)

- Organisations should define which changes would lie outside the scope of their Change Management system
- Typically, these would include:
 - Changes with wider impacts than service changes, such as departmental reorganisations and business policy change – these may generate RFCs for consequential service change
 - Changes of a routine operational nature, such as repairs to printers etc

Service Delivery Processes (6)



Service Reporting (6.2)

- There **SHALL** be a clear description of each service report, its purpose, audience and input
- Service reports **SHALL** be produced to meet the needs of the service provider and customers including:
 - Service achievements against targets
 - Identification of all SLA and other breaches
 - Workload characteristics and volumes
 - Major event reporting and analysis
 - Trend information
 - Satisfaction analysis
- Management decisions and corrective actions **SHALL** be based on report contents and analysis and **SHALL** be communicated

ITIL v3: Service reporting & measurement

- Short section on Service Reporting
 - Reporting policy and rules
 - Importance of right content for right audience
- More substantial section on Service Measurement
 - Objectives
 - Developing a Service Measurement Framework
 - Defining what to measure
 - Creating a measurement framework grid:
 - compliance, quality, performance or value
 - Interpreting and using metrics
 - Creating scorecards and reports

Information Security Management (6.6)

- Management, with appropriate authority **SHALL** approve a security policy
- It **SHALL** be maintained and distributed to all relevant personnel and customers
- Security controls **SHALL**:
 - Support the information security policy
 - Manage all risks associated with access to services
- Security controls **SHALL** be documented, and **SHALL** describe the risks, operation and maintenance
- **SHALL** assess the impact of changes on security controls prior to implementation
- Formal agreement for third party access
- Security incidents **SHALL** be reported, investigated and management action taken in line with the incident management procedures
- **SHALL** quantify types and volumes of incidents to provide input to the Service Improvement Plan

ITIL v3: Information Security Management – Objectives

- To be responsible for production, maintenance and enforcement of an Information Security Policy (ISP)
- To protect the interests of those relying on information from failures relating to lack of availability, integrity or confidentiality
- To ensure that information exchanges between various parties can be trusted
- To ensure that the ISP is in line with the strategic goals of the organisation (corporate governance framework) in relation to the protection and effective use of information resources

ITIL v3: Information Security Management System (ISMS)

Customers – Requirements – Business Needs

MAINTAIN

Learn
Improve
Plan
Implement

EVALUATE

Internal audits
External audits
Self assessments
Security Incidents

CONTROL

Organize
Establish Framework
Allocate responsibilities

PLAN

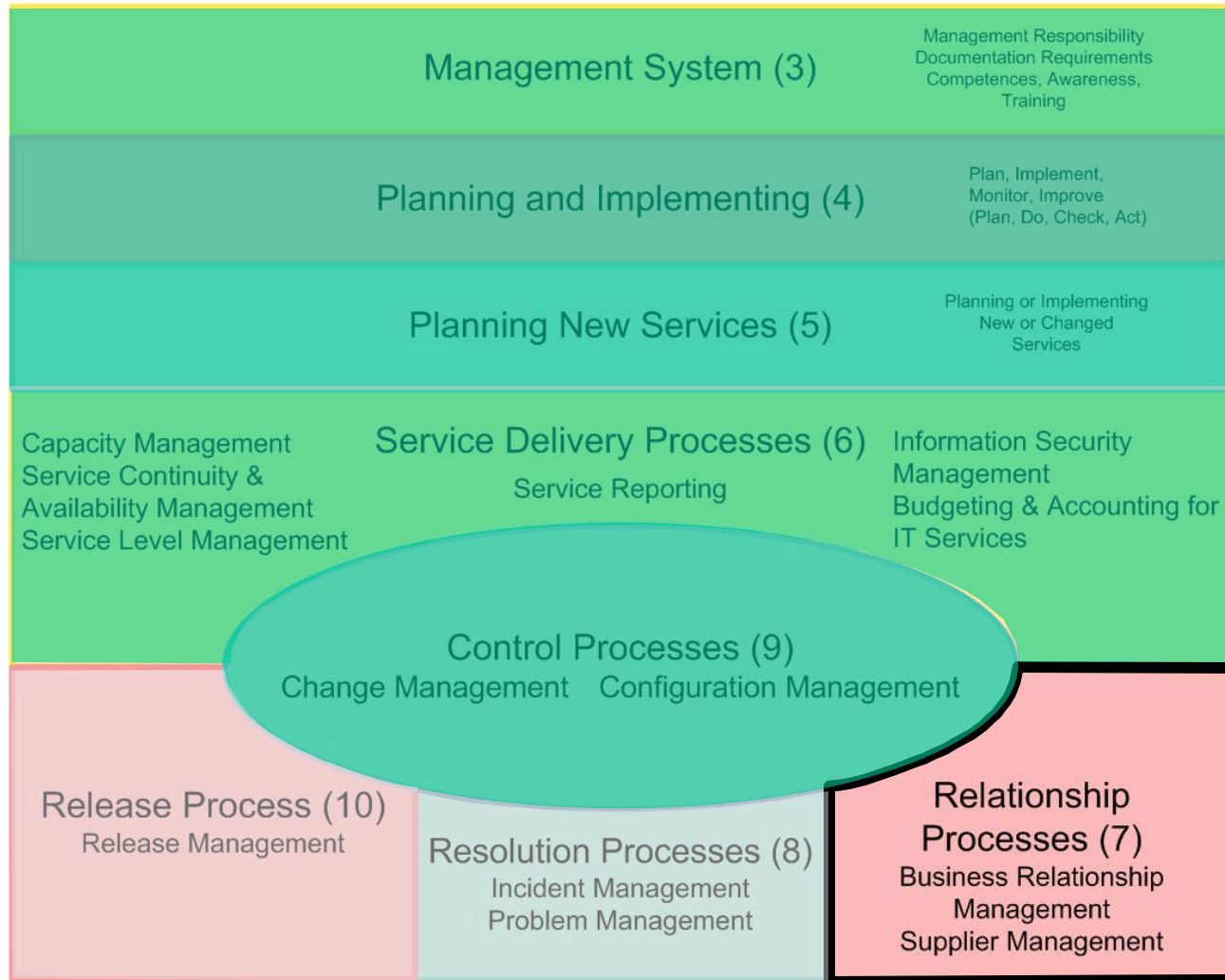
Service Level Agreements
Underpinning Contracts
Operational Level Agreements
Policy Statements

IMPLEMENT

Create awareness
Classification and registration
Personnel security
Physical security
Management of access rights
Security incident procedures
Networks, Applications and Computer security

A framework for managing IT Security

Relationship Processes (7)



Business Relationship Management (7.2)

- **SHALL** identify and document stakeholders and customers
- **SHALL** review SLA, contract and service scope annually against business requirements with any changes made through change management
- **SHALL** have service performance reviews, with issues and action plans
- **SHALL** maintain awareness of business needs and changing requirements
- **SHALL** have a complaints and escalation process including definition, recording, investigation, action, reporting and formal closure
- **SHALL** nominate individual(s) responsible for customer satisfaction and relationships
- **SHALL** have a customer satisfaction process, with recording and input to the Service Improvement Plan

ITIL v3: Roles

- **Business Relationship Manager:**
 - Manages personal relationships with business managers
 - Provides input to Service Portfolio Management
 - Ensures the IT service provider is satisfying the business needs of the customer
 - Has strong links with Service Level Management

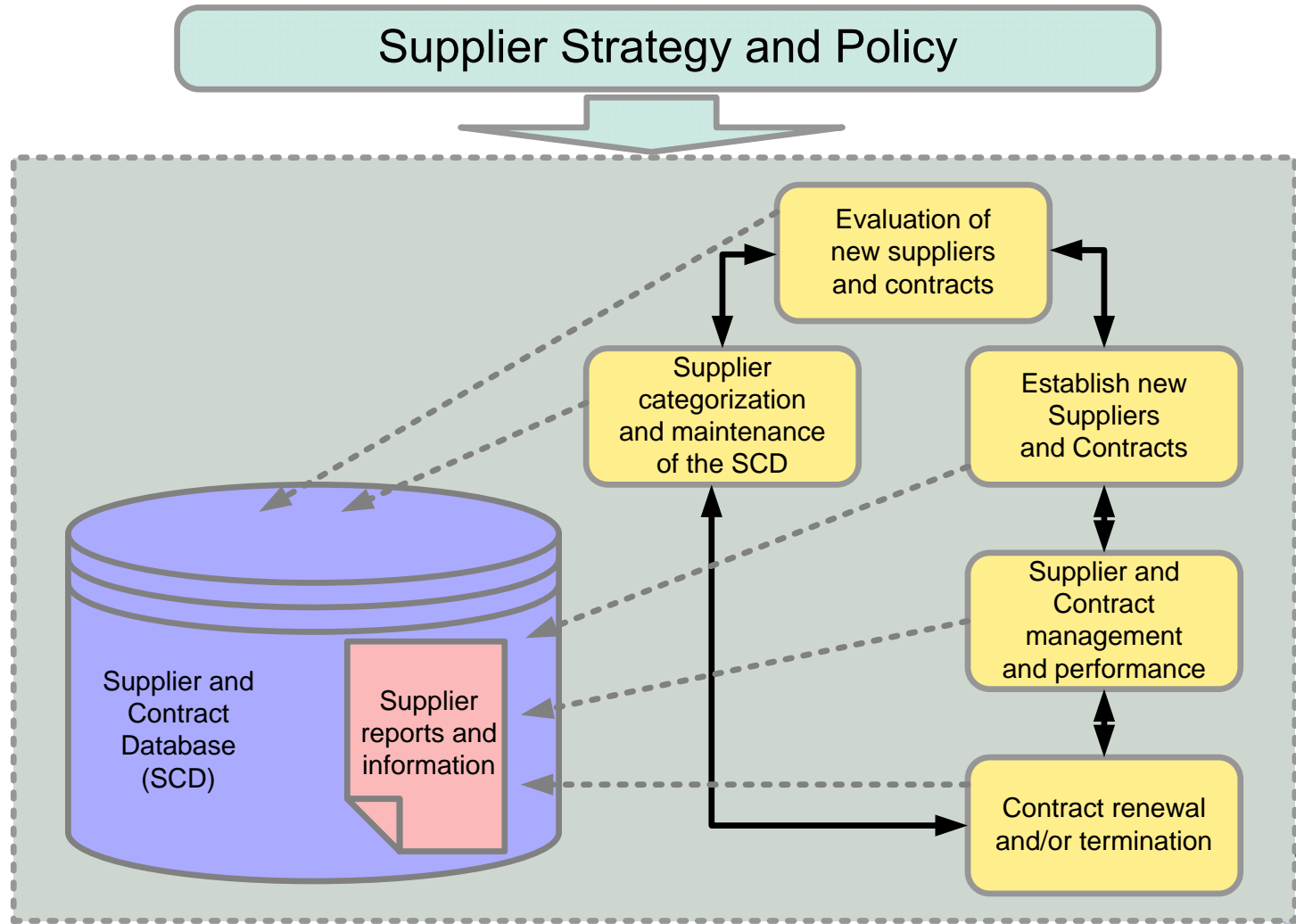
Supplier Management (7.3)

- **SHALL** have documented processes with named owner for each supplier
- **SHALL** have agreed and documented scope, targets and processes with agreed interfaces
- Targets with suppliers **SHALL** align and support business SLA targets
- **SHALL** document roles and responsibilities of lead and sub-contracted suppliers
- **SHALL** have documented processes for lead suppliers, who must demonstrate management of all subcontracted suppliers
- Processes for regular performance reviews and feedback
- **SHALL** have major reviews at least annually
- **SHALL** have processes for disputes, end of contract and early termination or transfer
- **SHALL** have interfaces between processes for all parties documented and agreed

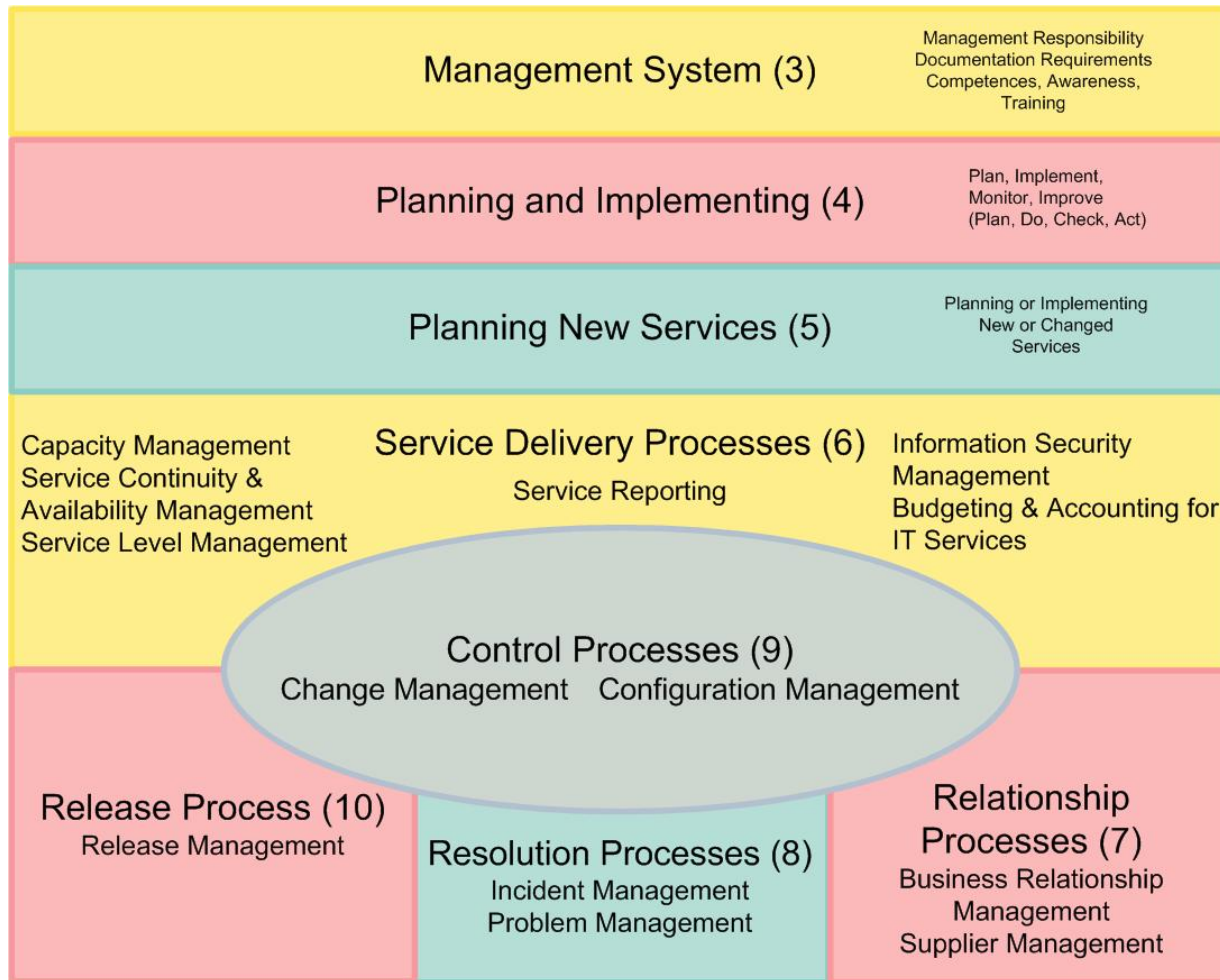
ITIL v3 : Supplier Management – Objectives

- Negotiate and agree contracts with suppliers and manage them through their lifecycle
- In conjunction with Service Level Management, ensure that agreements with suppliers are aligned to business needs and support agreed SLA targets
- Manage supplier performance and ensure value for money is obtained from suppliers and contracts
- Maintain a supplier policy and a supporting Supplier and Contract Database (SCD)

ITIL v3: Supplier Management process



ISO/IEC 20000 Processes



Any questions?

For further information on Fox IT, please visit
www.foxit.net

