

itSMF Canada NRC/RCN
RCAF Officer's Mess 158 Gloucester St. Ottawa
March 26, 2008

Enabling the Management Accountability Framework (MAF): Challenges of IM/IT Governance Frameworks

Presented by:

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- What is Governance?
- Management Accountability Framework
- Industry Governance Frameworks
- IM/IT Governance Frameworks
- SWOT Analysis of Governance Frameworks
- Summary and Recommendations for enabling MAF
- Questions - 10 minutes

What is Governance?

- Compare and contrast these terms:
 - Framework
 - Model
 - Process
 - Policies
 - Architecture
 - Best practices
 - Are there other terms?

- Accountability - the obligation to demonstrate and take responsibility for performance in light of commitments and expected outcomes.
- Authority - the legislation, document or other venue that defines responsibilities within defined circumstance and empowers an individual or organization to deliver on them.
- Authority - delegated power to command and make final decisions within a particular domain with the expectation of being obeyed and held accountable for results.
- **Governance - exercising authority to provide direction and to undertake, coordinate, and regulate activities in support of achieving this direction and desired outcomes.**
- Outcome - an event, occurrence or condition that occurs as a direct result of programs and activities.
- Result - the impact or effect of a program or service.
- Responsibility - something that one is required to do as part of a job, role or legal obligation.



“IT Governance is the **responsibility** of the board of directors and executive management. It is an integral part of **enterprise governance** and consists of **leadership** and **organizational structures** and **processes** that ensure that the organization’s IT **sustains** and extends the **organization’s strategies and objectives.**”

ITGI, Board briefing in IT governance

“IT Governance specifies the **decision-making authority** and **accountability** to encourage desirable behaviors in the use of IT. IT Governance provides a **framework** in which the **decisions** made about IT issues are aligned with the overall **business** strategy and culture of the enterprise.”

“The Need for IT Governance: Now more than Ever”, Gartner Research note AV-21-4823, 2004

“A **structure** of relationships and **processes** to direct and **control** the enterprise in order to achieve the enterprise’s goals by adding value while balancing **risk** versus return over IT and its processes.”

COBIT, ISACA

“Governance encompasses the **roles, responsibilities** and **accountabilities** of the Legislative Assembly representing the public, and the **organizations** and management of government. Governance is the **structure** and **processes** that support the realization of overall **objectives** and the **strategies** to achieve them. It is concerned with the development, communication and implementation of government **policy**, and in **monitoring** performance with respect to **standards**. Governance includes ongoing **risk assessment** and management in the general course of delivering programs and services.”

Ministry of Finance, Government of B.C.

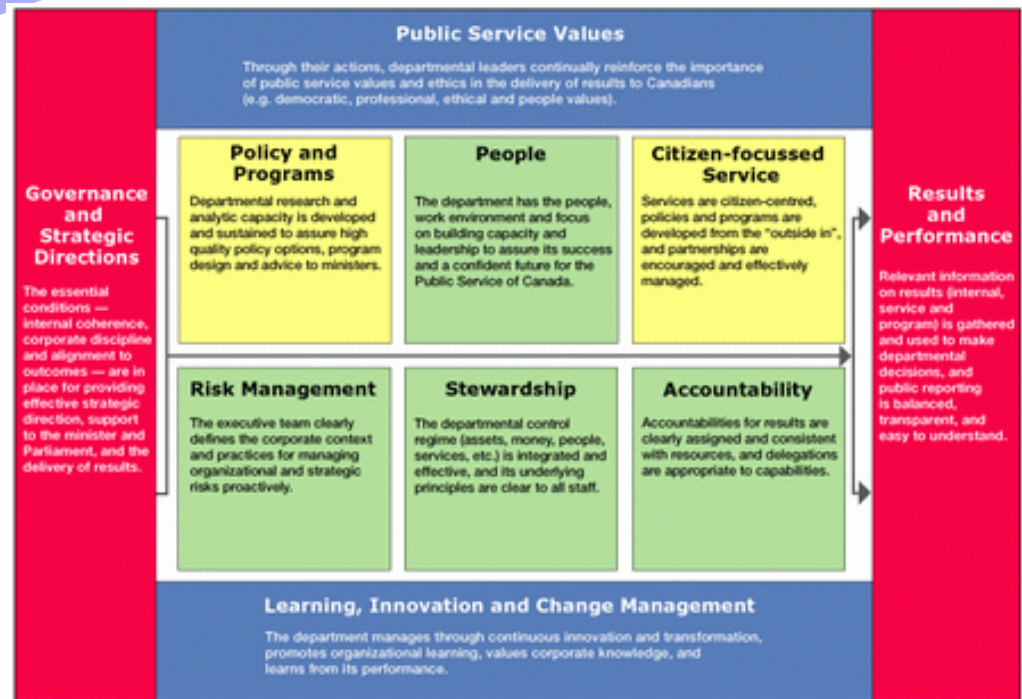
“Information Technology Governance, IT Governance or ICT Governance, is a subset discipline of Corporate Governance focused on information technology systems and their **performance** and **risk management**. The rising interest in IT governance is partly due to **compliance** initiatives (e.g. Sarbanes-Oxley (USA) and Basel II (Europe)), as well as the acknowledgement that IT projects can easily get out of **control** and profoundly affect the **performance** of an organization.”

Wikipedia

- Treasury Board of Canada Secretariat
- Elements of MAF
 - Ten interconnected “expectations” defined as the essential determinants of sound management decision making
 - Key Indicators to indicate the breath of the expectations
 - Shorter term measures

■ [Click here to start video](#)

- Ivan Blake
Executive Director
Treasury Board of Canada
MAF Development & Implementation
(4:13)



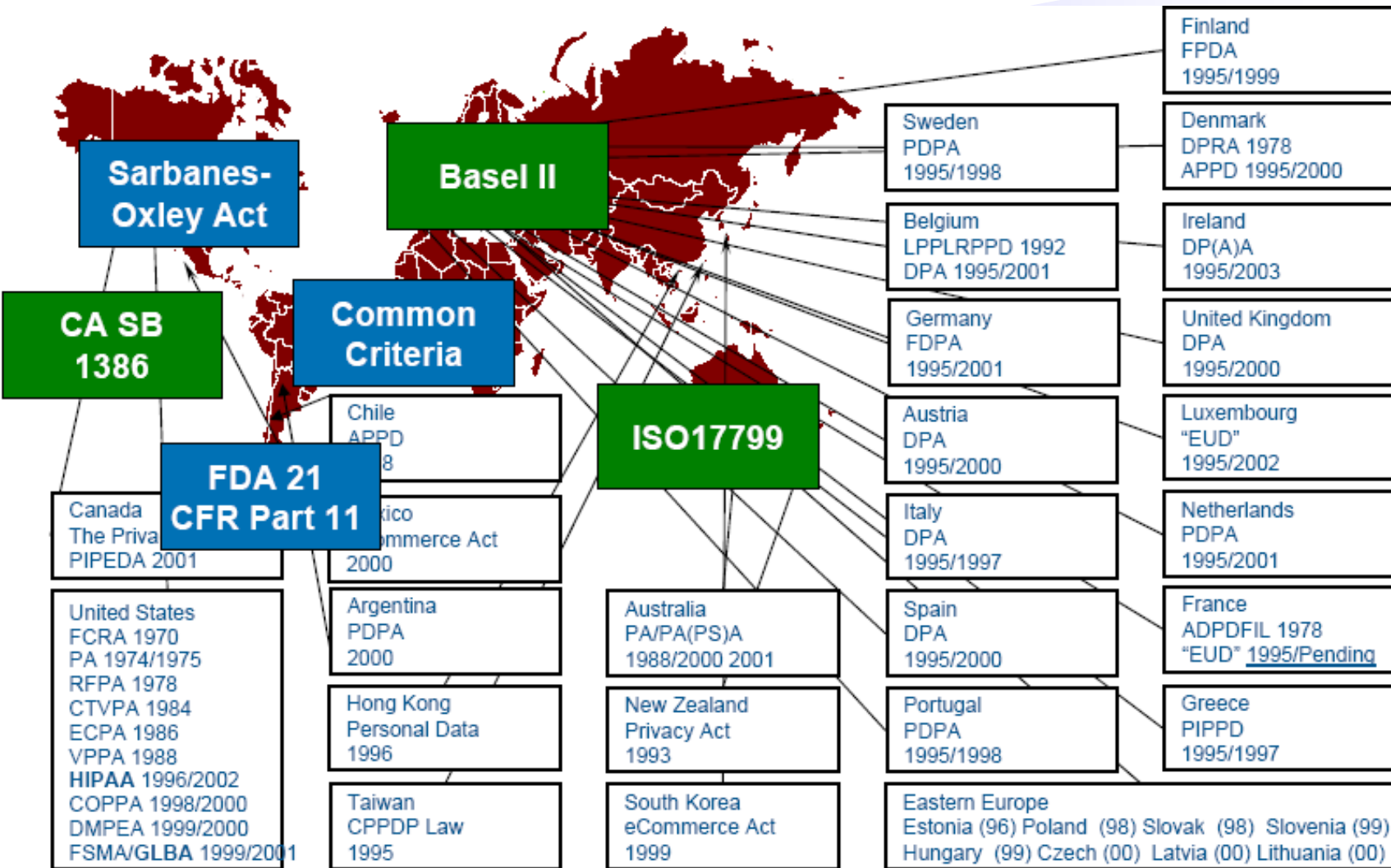
Treasury Board of Canada
Secretariat

Secrétariat du Conseil du Trésor
du Canada



- not carved in stone
- a tool, instrument, aid
- an Framework for Accountability
- about holding Deputy Ministers accountable for a certain quality of management in the public service
- part of the “Guide for Deputy Ministers”
- a “Framework of Expectations”
- written for DMs
- the 10 things we expect from DMs for good management
 - Public Service Values
 - Governance and Strategic Directions
 - Policy and Programs
 - Results and Performance
 - Learning, Innovation and Change Management
 - Risk Management
 - People
 - Stewardship
 - Citizen-focused Service
 - Accountability

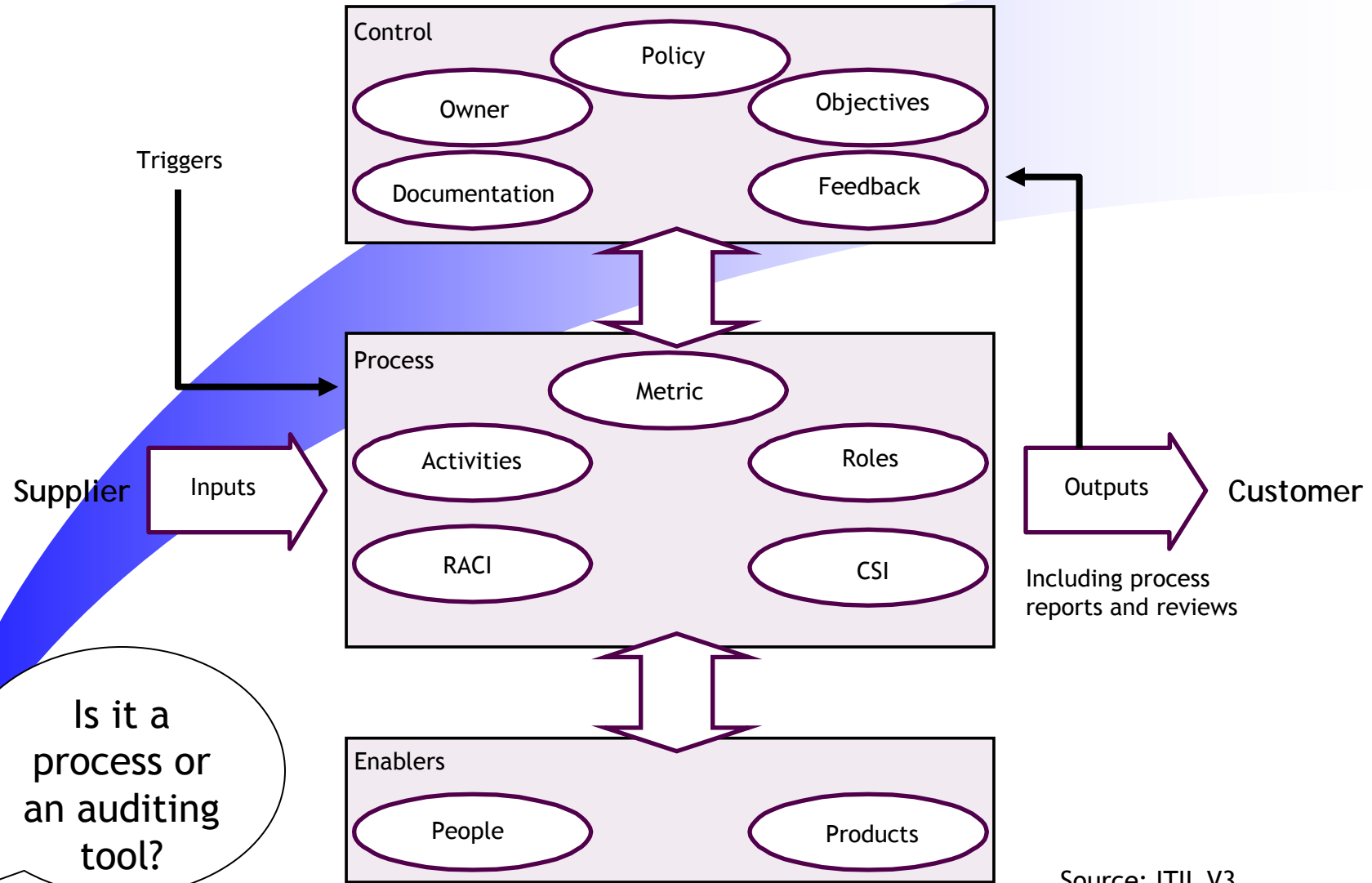




May 5, 2005

- Information Technology Infrastructure Library (ITIL V2)
- ITIL V3
- ISO/IEC 20000
- Information Security Management System (ISO 17799, 27001)
- Control Objectives for Information and related Technology (COBIT 4.1)
- Six Sigma - DMAIC
- American Productivity and Quality Centre (APQC 4.0)
- Project Management Body of Knowledge (PMBok 3.0)
- Projects IN Controlled Environments version 2 (PRINCE2)
- Business Transformation Enablement Program (BTEP)
- International Institute of Business Analysis (IIBA)
- Capability Maturity Model Integration (CMMI)
- Vendor specific: MOF, HP ITSM, IBM ITPM, ...
- ISO FCAPS

Generic Process Elements



Summary of OGC Guidance (January 2003)

Best Practice Products Published

- Why IT Projects Fail
- Managing Partnering Relationships
- How Major Service Contracts are Won
- Gateway to Success
- Value for Money Evaluation
- Risk Allocation in Large Contracts
- Forming Partnering Relationships in an uncertain environment

Work in hand 2002/03

- Ensuring grant-aided money on procurement
- Why Construction Procurement is Different
- Improving the efficiency of procurement to achieve value for money in Construction and Use of Comparators

Guidance – Generic Products Published

- PG 10 Achieving Excellence in Safety
- Supplier Finance Approaches (replaces aspects of CUP 60)
- Dispute Resolution – (replaces)
- Green Public Private Partnerships
- Smaller Supplier....Better Value
- Revised General Guidance on Contracts
- OGC Guidance note – on share of a refinancing gateway
- OGC Guidance on certain contracts
- OGC – PFI Contracts – Issues
- Contract Management gateway Business Case
- Risk Management

Work in hand

- Supplier Debriefing (replaces)

Ethics in Procurement (replaces CUP 55)

Possibilities for 2003/04

- Specification Writing
- Quality Costs (replaces)
- Quality Assurance (replaces Frameworks/Approves CUP 27)
- Effective Partnering (p. 57)
- Supplier Appraisal (replaces aspects of CUP 60)
- EC Guidance (updates)
- Documentation (replaces Procurement Training)

Key Issues

- SRO Briefing
- Senior Responsible Officers

Delivery Pocketbooks

- Successful Delivery Pocketbook
- Faster procurement
- Taskforce executive review

Current Gateway Issues

- The Gateway Process
- Workbooks
- Strategy Management
- Gateways
- Business Case
- Risk Management
- Programme Management
- Procurement
- Project Management
- Contract Management
- Performance Management
- Benefits Management

Programme and Contract Management

- Managing Successful Programmes
- Managing Successful Tailoring PRINCE
- People Issues and PRINCE
- PRINCE2 Pocketbook
- Passing the PRINCE2 Business Benefits threshold

Management of Risk

Management of Risk:

- IT-enabled business
- Guidelines on Business Risk Guidelines
- Delivery Lifecycle
- Setting Direction
- Implementing plans
- Strategic Management
- Managing Services (See also guidance published)

ITIL

- Service Delivery
- Service Support
- Planning to Implement
- Security Management
- The Business Perspective
- ICT Infrastructure Management
- Application Management

Related Publications

- itSMF Pocket Guide
- itSMF Dictionary of Terms
- Better value from software

Procurement

- Open Source Software
- Value for Money in Procurement
- HM Treasury Procurement
- EC Procurement Thresholds
- EC Public Procurement
- Efficiency in Government
- Environmental Issues
- Framework Agreements
- Liability in Government
- Minimum number of Ownerships of IPR
- Scope for Flexibility
- Technical Specifications

Supporting the Supplier

- Tendering for Government
- SMEs – Doing business

PFI/PPP Guidance

Generic guidance

- Partnerships for Procurement
- A Step-by-Step Guide
- Public Private Partnerships
- Policy Statements, Terms and Conditions
- PFI and Public Experience
- Public Sector Companies
- PFI and Public Experience
- PFI Projects: Disclosure
- Parties
- Provision of Information

Technical Notes

- How to account for PFI
- How to follow EC Procurement
- How to Appoint and Manage
- How to Appoint and Manage
- How to Construct a PFI
- How to Manage the PFI
- Draft Competence Framework

Other

- Staff Transfers from PFI
- Guidance on Standardisation
- Technology and Local Authorities

Case Studies

- Medium Support Helpline
- Employment Service
- Private Finance and Procurement
- Colfox School, Dorset
- OSIRIS Private Finance
- Report on the Procurement
- DBFO – Value in Real Estate
- The IND Caseworking
- Edinburgh
- Lewisham Extension
- Lowdham Grange Project

Other Guidance – Not Published

- Appraisal and Evaluation
- Examining the Value of Procurement

Construction Guidance

- Construction Procurement (Replaces the PG guidance)

Achieving Excellence

- Best Government Client

Achieving Sustainable Procurement

- Achieving Excellence
- Achieving Excellence

Achieving Excellence

Date January 2003)

Core Documents

- Achieving Excellence in Action
- Project organisational responsibilities
- Project procurement

Code of Good Practice

- The Government Procurement Code
- CUP Guidances: Current
- No 1 Post Tender Negotiations
- No 12 Contracts and Contract Management for Construction
- No 19 PTN Update
- No 27 Approved Supplier (Contractors) Lists
- No 29 Quality Costs
- No 30 Specification Writing
- No 35 Life Cycle Costing
- No 46 Quality Assurance
- No 48 Bonds & Guarantees
- No 51 Introduction to tender procurement rules
- No 52 Programming and monitoring for works packages
- No 53 Procurement Training
- No 54 Value management
- No 55 Ethics in Procurement
- No 56 Debriefing
- No 57 Strategic partnering

Other

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Achieving Excellence

- Best Government Client

Achieving Sustainable Procurement

- Achieving Excellence
- Achieving Excellence

Existing ex-PACE & eProcurement

- Guide to the Appointment of Estates Services Gateway
- Premises Management
- Business Continuity
- Fire Safety Guide (Fire)
- Guide and Schedule
- Crown Fire Standard
- Deeds and Sealing

Code of Good Practice

The Government Procurement Code

CUP Guidances: Current

- No 1 Post Tender Negotiations
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CUP Guidances: Over-archived. (Superseded)

- No 3 Supply and Services
- No 14 Measuring Performance
- No 17 Quality Assurance
- No 20 The P&S Function
- No 22 Stock Management
- No 23 Model Forms of Contract
- No 24 a b c d e Vehicle
- No 27 Approved Supplier
- No 28 Contracts with Conditions
- No 31 Use of Travel Agency
- No 32 Catering Services
- No 35 Life Cycle Costing
- No 37 Managing Contracts

eProcurement Guidance

Government Overview

- eProcurement Market
- The Business Opportunity
- Planning Your Approach
- Implementation
- Appendix A: Tools and Techniques
- Appendix B: Standards and Security
- Appendix C: Risk Mitigation
- Appendix D: ePilots Project Overview and Case Studies
- A-Z of Terms

Delivery Lifecycle

Strategic Management

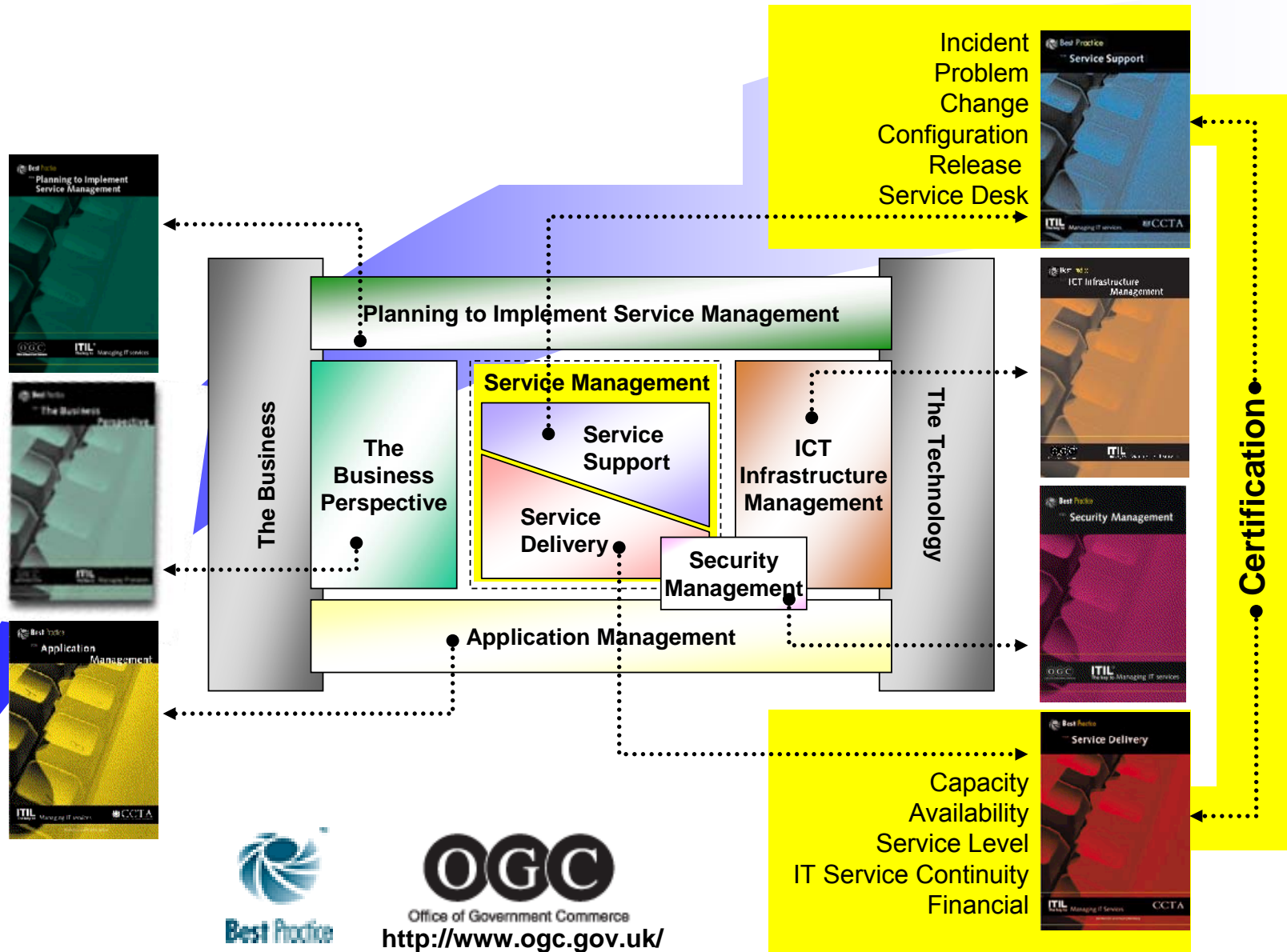
- Strategic Management
- Governance
- Quality management
- Policies and standards
- Property/workspace management
- Exploiting technology
- Information Management
- Risk management
- Benefits management
- Human Resources management
- Organisational learning
- Continuous Improvement
- Cost management
- Skills and competencies
- Managing performance
- Security & Privacy
- IS/IT management
- Joined-up Working
- Benchmarking/capability

Setting Direction

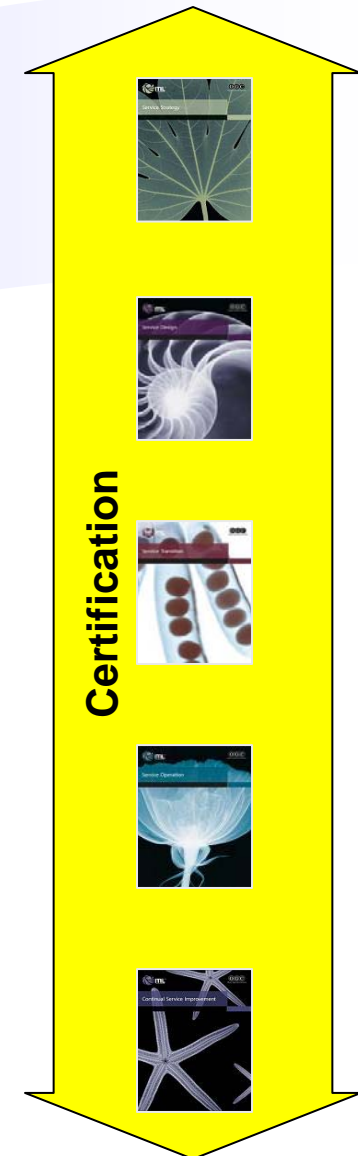
- Overview
- Identifying direction
- Business requirements
- Business & supporting strategies
- Positioning for the future
- Customer focus
- Planning & estimating
- Enterprise architecture

Implementing Plans

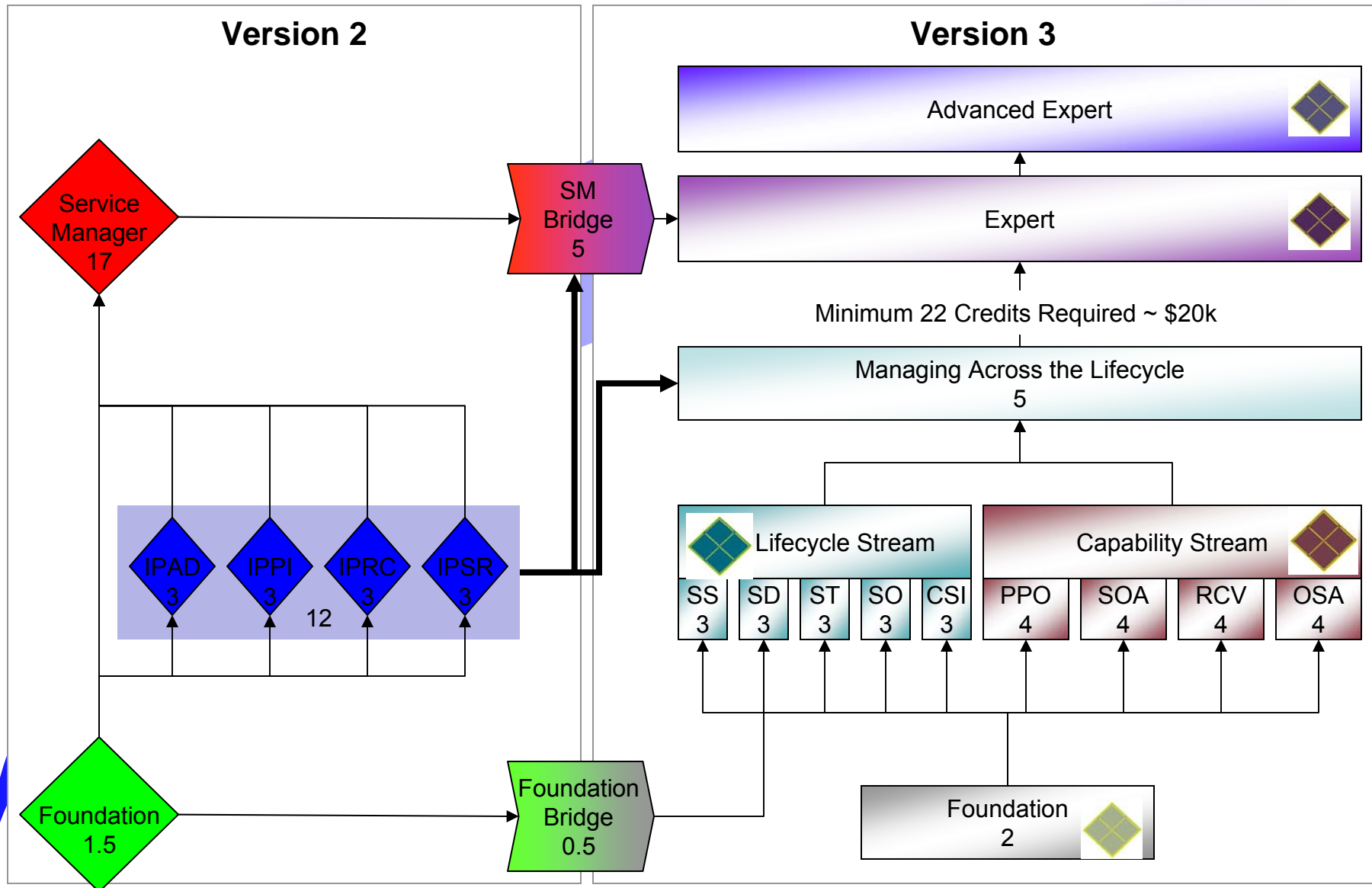
- Overview
- Managing change
- Business case
- Programme management
- Project management
- Procurement
- Requirements definition



- **Service Strategy**
 - Service Generation: Define the market, Develop the offerings, Develop strategic assets, Prepare for execution
 - Service Portfolio Management (SPM)
 - Demand Management
 - Financial Management **
- **Service Design**
 - Service Level Management (SLM) **
 - Service Catalogue Management
 - Availability Management **
 - Information Security Management (ISM)
 - Supplier Management
 - Capacity Management **
 - IT Service Continuity Management **
- **Service Transition**
 - Change Management **
 - Service Asset and Configuration Management (SACM) **
 - Release and Deployment Management **
 - Transition Planning and Support
 - Service Validation and Testing
 - Evaluation
 - Knowledge Management
 - Risk Management
- **Service Operation**
 - Incident Management **
 - Event Management
 - Request Fulfilment
 - Problem Management **
 - Access Management
- **Continual Service Improvement**
 - The 7 step improvement process
 - PDCA



itSMF ITIL® Certification (as of March 2008)



ITIL V2 and V3 Differences

	ITIL Version 2 Certification											other complementary book					
	Incident	Problem	Change	Release	Configuration	Service Desk	Service Level	Capacity	Availability	ITSCM	Financial	Security	Planning to implement	ICT	Business Perspective	Application	Six Sigma
SS: The Service Generation																	
Define the market																	
I Develop the offerings																	
T Develop strategic assets																	
I Prepare for execution																	
L SS: Service Portfolio Management																	
SS: Demand Management																	
V SS: Financial Management																	
e SD: Service Level Management																	
r SD: Service Catalogue Management																	
s SD: Availability Management																	
i SD: Information Security Management																	
o SD: Supplier Management																	
n SD: Capacity Management																	
SD: IT Service Continuity Management																	
3 ST: Change Management																	
ST: Service Asset and Configuration Management																	
C ST: Release and Deployment Management																	
e ST: Transition Planning and Support																	
r ST: Service Validation and Testing																	
t ST: Evaluation																	
i ST: Knowledge Management																	
f Risk Management																	
i SO: Incident Management																	
c SO: Event Management																	
a SO: Request Fulfillment																	
t SO: Problem Management																	
i SO: Access Management																	
o CSI: Continuous Improvement Method																	
n CSI: 7 Step Improvement Model																	
CSI: PDCA																	
Function: Service Desk																	
Function: Application Management																	
Function: Operations Management																	
Function: Technical Management																	

No issue

Major

Minor

Insignificant

- Control Objectives for Information and related Technology
- IT governance, control framework and maturity model
- Ensure IT resources are aligned with an enterprise's business objectives
- Ensure that services and information, when delivered, meet quality and security needs
- 34 control objectives
- Auditor's tool
- Developed by the Information Systems Audit and Control Association (www.isaca.org)



Planning and Organization	
PO1	Define a Strategic IT Plan and direction
PO2	Define the Information Architecture
PO3	Determine Technological Direction
PO4	Define the IT Processes, Organization and Relationships
PO5	Manage the IT Investment
PO6	Communicate Management Aims and Direction
PO7	Manage IT Human Resources
PO8	Manage Quality
PO9	Access and Manage IT Risks
PO10	Manage Projects
Acquisition and Implementation	
A11	Identify Automated Solutions
A12	Acquire and Maintain Application Software
A13	Acquire and Maintain Technology Infrastructure
A14	Enable Operation and Use
A15	Procure IT Resources
A16	Manage Changes
A17	Install and Accredit Solutions and Changes
Delivery and Support	
DS1	Define and Manage Service Levels
DS2	Manage Third-party Services
DS3	Manage Performance and Capacity
DS4	Ensure Continuous Service
DS5	Ensure Systems Security
DS6	Identify and Allocate Costs
DS7	Educate and Train Users
DS8	Manage Service Desk and Incidents
DS9	Manage the Configuration
DS10	Manage Problems
DS11	Manage Data
DS12	Manage the Physical Environment
DS13	Manage Operations
Monitoring	
ME1	Monitor and Evaluate IT Processes
ME2	Monitor and Evaluate Internal Control
ME3	Ensure Regulatory Compliance
ME4	Provide IT Governance

- All changes, including emergency maintenance and patches, relating to infrastructure and applications within the production environment are formally managed in a controlled manner.
- Changes (including those to procedures, processes, system and service parameters) are logged, assessed and authorised prior to implementation and reviewed against planned outcomes following implementation.
- This assures mitigation of the risks of negatively impacting the stability or integrity of the production environment.

- **AI6.1 Change Standards and Procedures**
 - Set up formal change management procedures to handle in a standardized manner all requests (including maintenance and patches) for changes to applications, procedures, processes, system and service parameters, and the underlying platforms.
- **AI6.2 Impact Assessment, Prioritization and Authorization**
 - Assess all requests for change in a structured way to determine the impact on the operational system and its functionality.
 - Ensure that changes are categorized, prioritized and authorised.
- **AI6.3 Emergency Changes**
 - Establish a process for defining, raising, testing, documenting, assessing and authorizing emergency changes that do not follow the established change process.
- **AI6.4 Change Status Tracking and Reporting**
 - Establish a tracking and reporting system to document rejected changes, communicate the status of approved and in-process changes, and complete changes.
 - Make certain that approved changes are implemented as planned.
- **AI6.5 Change Closure and Documentation**
 - Whenever changes are implemented, update the associated system and user documentation and procedures accordingly.

What is the difference between ITIL and COBIT?

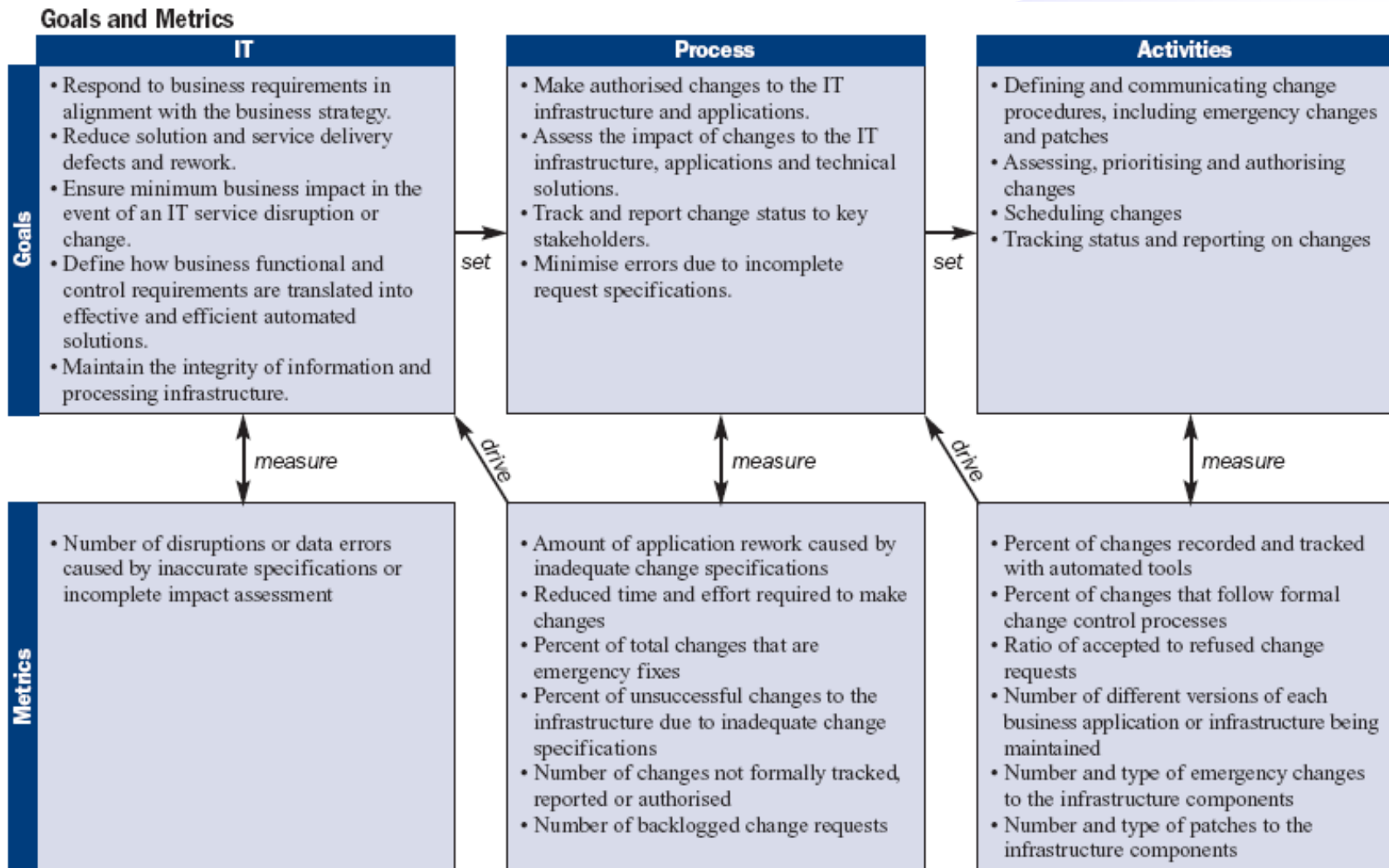
- Roles versus Positions in ITIL
- Mapping roles to positions

RACI Chart

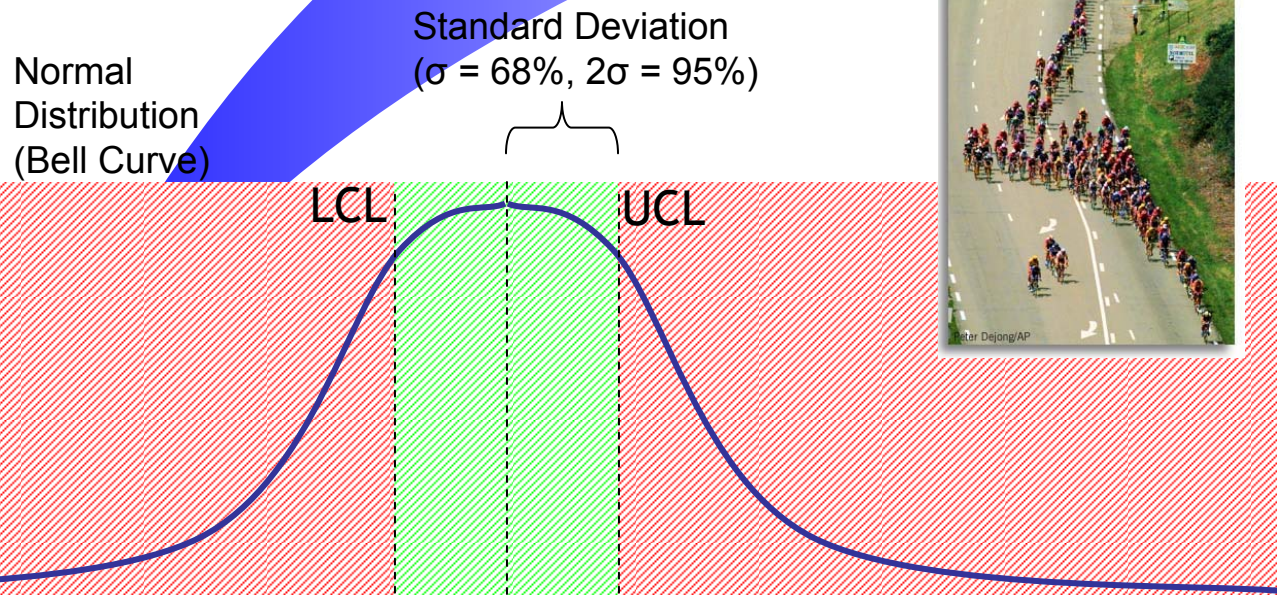
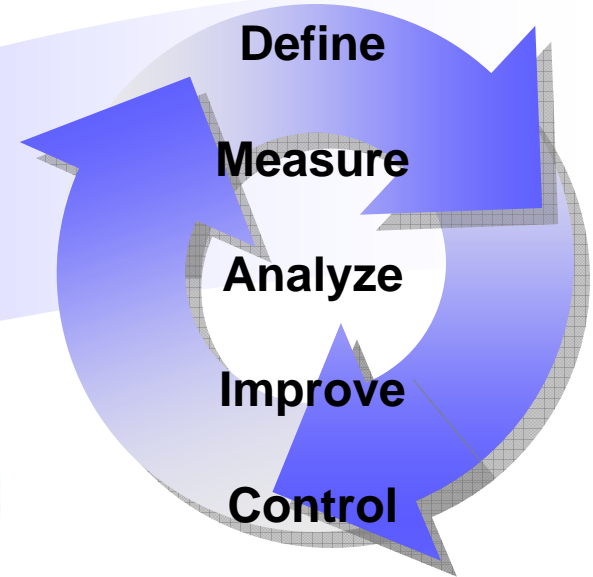
Functions

Activities	CEO	CFO	Business Executive	CIO	Business Process Owner	Head Operations	Chief Architect	Head Development	Head IT Administration	PMO	Compliance, Audit, Risk and Security
Develop and implement a process to consistently record, assess and prioritise change requests.				A	I	R	C	R	C	C	C
Assess impact and prioritise changes based on business needs.				I	R	A/R	C	R	C	R	C
Assure that any emergency and critical change follows the approved process.				I	I	A/R	I	R			C
Authorise changes.				I	C	A/R		R			
Manage and disseminate relevant information regarding changes.				A	I	R	C	R	I	R	C

A **RACI** chart identifies who is **R**esponsible, **A**ccountable, **C**onsulted and/or **I**nformed.



- Developed at Motorola, circa 1983
- Sigma, or standard deviation, identifies the variability within a population
- DMAIC
- $6\sigma = 3.4$ defects per million
- 99.99966% free of defects



- “Benchmarking business processes affords your organization quantitative analysis of how you compare to your peers”
- APQC is a member-based nonprofit that provides benchmarking and best-practice research for approximately 500 organizations worldwide in all industries
- Scope:
 - Human Capital Management
 - Financial Management
 - Information Technology
 - Innovation
 - Knowledge Management
 - Product Development
 - Supply Chain
- Founded in 1977
- <http://www.apqc.org>

- 1.0 Develop Vision and Strategy
- 2.0 Design and Develop Products and Services
- 3.0 Market and Sell Products and Services
- 4.0 Deliver Products and Services
- 5.0 Manage Customer Service
- 6.0 Develop and Manage Human Capital
- 7.0 Manage Information Technology
- 8.0 Manage Financial Resources
- 9.0 Acquire, Construct, and Manage Property
- 10.0 Manage Environmental Health and Safety (EHS)
- 11.0 Manage External Relationships
- 12.0 Manage Knowledge, Improvement and Change

- [Click here for APQC Spreadsheet](#)

- ISO/IEC 20000 is the first international standard for IT Service Management
- [Click to open Part 1](#); [Click to open Part 2](#)
- States compliance requirements
 - i.e. “All incidents shall be recorded.”
- Ten sections
 1. Scope
 2. Terms & Definitions
 3. Planning and Implementing Service Management
 4. Requirements for a Management System
 5. Planning & Implementing New or Changed Services
 6. Service Delivery Process
 7. Relationship Processes
 8. Control Processes
 9. Resolution Processes
 10. Release Process



PMBoK™ Third Edition



- Project Management Body Of Knowledge
- Project Management Institute (PMI)
- The project manager is responsible for determining what elements of PMBoK are appropriate for any given project
- [Click here for PMBoK v3](#)

PRINCE2



- Projects IN Controlled Environments version 2
- Creates a management environment to achieve the stated aim of the project
- Based on a project life cycle
- Link → [PRINCE2 v3](#)

4.6 Integrated Change Control

The Integrated Change Control process is performed from project inception through completion. Change control is necessary because projects seldom run exactly according to the project management plan. The project management plan, the project scope statement, and other deliverables must be maintained by carefully and continuously managing changes, either by rejecting changes or by approving changes so those approved changes are incorporated into a revised baseline. The Integrated Change Control process includes the following change management activities in differing levels of detail, based upon the completion of project execution:

- Identifying that a change needs to occur or has occurred.
- Influencing the factors that circumvent integrated change control so that only approved changes are implemented.
- Reviewing and approving requested changes.
- Managing the approved changes when and as they occur, by regulating the flow of requested changes.
- Maintaining the integrity of baselines by releasing only approved changes for incorporation into project products or services, and maintaining their related configuration and planning documentation.
- Reviewing and approving all recommended corrective and preventive actions.

ON LINKS
A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Third Edition
©2004 Project Management Institute, Four Campus Boulevard, Newtown Square, PA 19073-3299 USA

ISO17799, is a detailed security standard. It is organized into ten major sections. Their objectives are:

1. Business Continuity Planning

To counteract interruptions to business activities and to critical business processes from the effects of major failures or disasters.

2. System Access Control

1) To control access to information 2) To prevent unauthorised access to information systems 3) To ensure the protection of networked services 4) To prevent unauthorized computer access 5) To detect unauthorised activities. 6) To ensure information security when using mobile computing and tele-networking facilities

3. System Development and Maintenance

1) To ensure security is built into operational systems; 2) To prevent loss, modification or misuse of user data in application systems; 3) To protect the confidentiality, authenticity and integrity of information; 4) To ensure IT projects and support activities are conducted in a secure manner; 5) To maintain the security of application system software and data.

4. Physical and Environmental Security

To prevent unauthorised access, damage and interference to business premises and information; to prevent loss, damage or compromise of assets and interruption to business activities; to prevent compromise or theft of information and information processing facilities.

5. Compliance

1) To avoid breaches of any criminal or civil law, statutory, regulatory or contractual obligations and of any security requirements 2) To ensure compliance of systems with organizational security policies and standards 3) To maximize the effectiveness of and to minimize interference to/from the system audit process.

6. Personnel Security

To reduce risks of human error, theft, fraud or misuse of facilities; to ensure that users are aware of information security threats and concerns, and are equipped to support the corporate security policy in the course of their normal work; to minimise the damage from security incidents and malfunctions and learn from such incidents.

7. Security Organisation

1) To manage information security within the Company; 2) To maintain the security of organizational information processing facilities and information assets accessed by third parties. 3) To maintain the security of information when the responsibility for information processing has been outsourced to another organization.

8. Computer & Network Management

1) To ensure the correct and secure operation of information processing facilities; 2) To minimise the risk of systems failures; 3) To protect the integrity of software and information; 4) To maintain the integrity and availability of information processing and communication; 5) To ensure the safeguarding of information in networks and the protection of the supporting infrastructure; 6) To prevent damage to assets and interruptions to business activities; 7) To prevent loss, modification or misuse of information exchanged between organizations.

9. Asset Classification and Control

To maintain appropriate protection of corporate assets and to ensure that information assets receive an appropriate level of protection.

10. Security Policy

To provide management direction and support for information security.

Within each section are the detailed statements that comprise the standard.



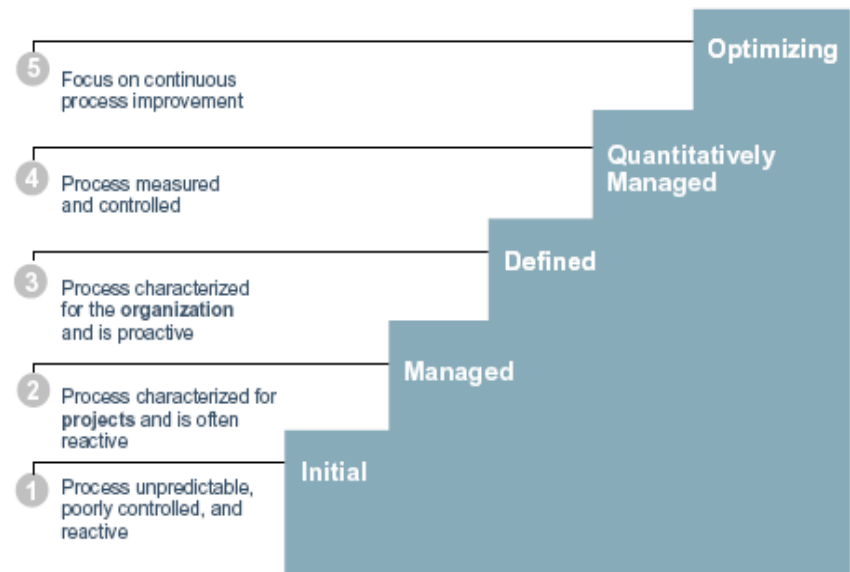
- ISO 27002 (formerly called ISO 17799) and the emerging ISO 27001 addresses information security
- ISO 27002 is a code of practice for information security. It details hundreds of specific controls which may be applied to secure information and related assets. It comprises 115 pages organized over 15 major sections
- ISO 27001 is a specification for an Information Security Management System, sometimes abbreviated to ISMS
- ISO 27001 is the foundation for third party audit and certification. It comprises 34 pages over 8 major sections
- Both standards are intended to apply to all organizations, whether commercial or otherwise, and should assist anyone with responsibility for managing information security



Capability Maturity Model Integration (CMMI)

- Sponsored by U.S. Department of Defense in the late 1980s
- Initially aimed at helping DoD identify qualified application development contractors
- Controlled by the Software Engineering Institute at Carnegie Mellon University (www.sei.cmu.edu/cmm)
- It's a process improvement approach
- The 5 levels are:
 - Initial
 - Repeatable
 - Defined
 - Managed
 - Optimizing

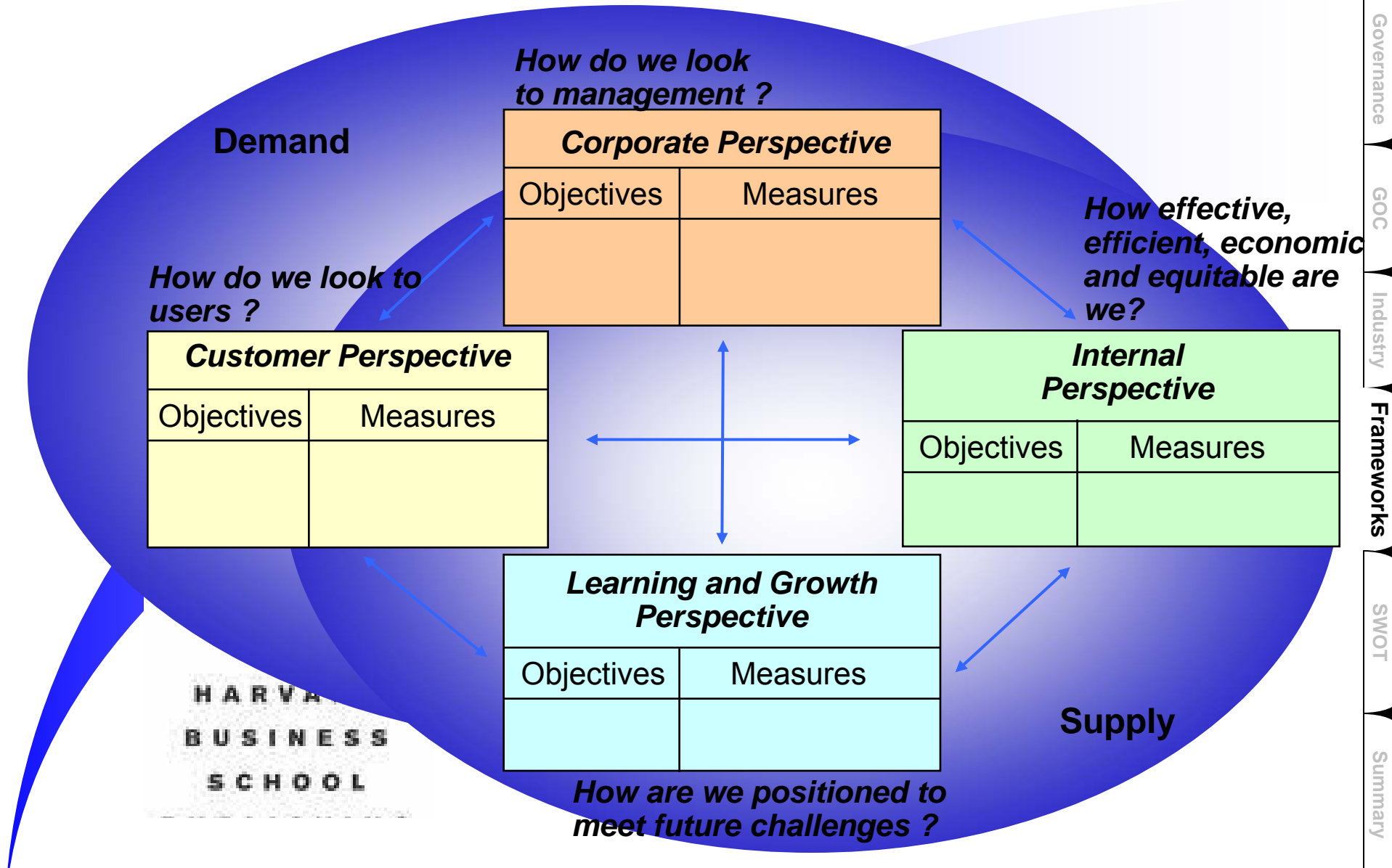
The Maturity Levels



- HP ITSM Reference Model
- Microsoft Operations Framework (MOF)
- IBM ITPM
- Etc.

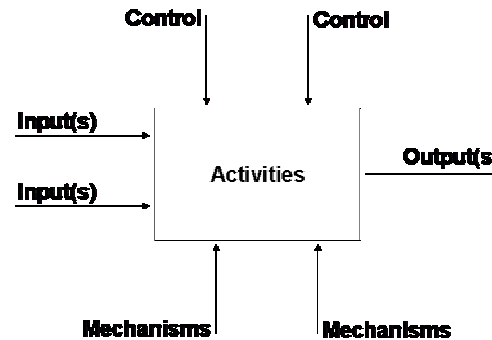
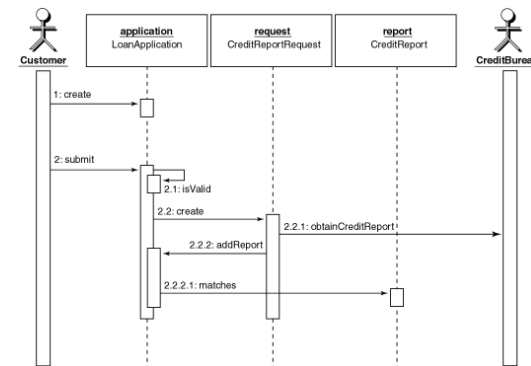
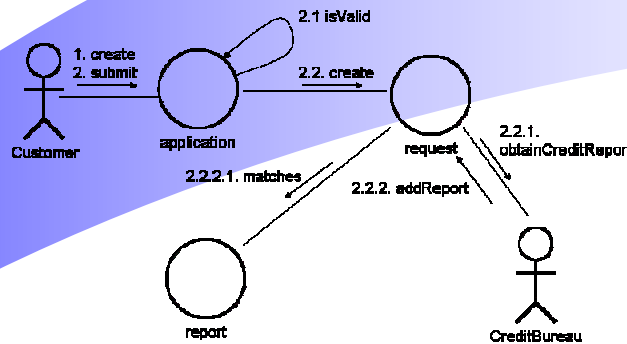
- Fault Management
- Configuration Management
- Accounting Management
- Performance Management
- Security Management





Process Modeling Languages

- BTEP - Business Transformation Enablement Program (TBS)
- BPMN – Business Process Modeling Notation
- IDEF – ICAM Definition Languages (Integrated Computer-Aided Manufacturing)
- UML - Unified Modeling Language
- Petri-net (CPN)
- Yourdon (DFD)
- Booch
- Rumbaugh
- Shlaer-Mellor
- Coad/Yourdon
- Martin
- Chen
- SSADM
- Bachman
- Gantt
- Object Oriented
- Soft Systems
- Meta Modelling
- Flow Chart
- ABC
- Workflow
- Simulation



- Row 1 - Contextual: Scope
 - External Requirements and Drivers
 - Business Function Modeling
 - Row 2 - Conceptual: Enterprise Model
 - Business Process Models
 - Row 3 - Logical: System Model
 - Logical Models
 - Requirements Definition
 - Row 4 - Physical: Technology Model
 - Physical Models
 - Solution Definition and Development
 - Row 5 - As Built: Deployment Model
 - As Built
 - Deployment
 - Row 6 - Functioning: Evaluation Model
 - Functioning Enterprise
 - Evaluation
- Source: Zachman Enterprise Architecture Framework

		What	How	Where	Who	When	Why	
1	Contextual							Contextual
2	Conceptual							Conceptual
3	Logical							Logical
4	Physical							Physical
5	As Built							As Built
6	Functioning							Functioning
		What	How	Where	Who	When	Why	



- IBM Rational ClearQuest®: Automated and flexible software change management across the software lifecycle.
- IBM Rational ClearQuest MultiSite: Provides replication and synchronization of Rational ClearQuest repositories across distributed sites.
- IBM® Rational® ClearCase® Change Management Solution: Integrated software configuration management and software change management
- IBM Rational ClearCase Change Management Solution Enterprise Edition: Integrated software configuration management and software change management, including repository replication and synchronization across distributed sites.

- Focuses purely on the procurement of information services.
- Focuses on the relationship between the customer and supplier organization
- A best practice library for the management of Information Technology related acquisition processes
- Helps both the customer and supplier organization to achieve the desired quality using the corresponded amount of time and money by providing methods and best practices for risk management, contract management, and planning.
- The target audience for ISPL is:
 - procurement managers,
 - acquisition managers,
 - program managers,
 - contract managers,
 - facilities managers,
 - service level managers,
 - and project managers in the IT area.

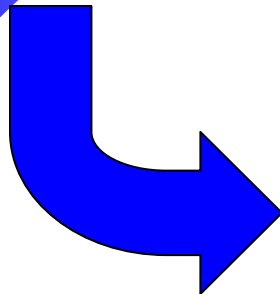


- Waterfall model
- Spiral model
- Model driven development
- User experience
- Top-down and bottom-up design
- Chaos model
- Evolutionary prototyping
- Prototyping
- ICONIX Process (UML-based object modeling with use cases)
- Unified Process
- V-model
- Extreme Programming
- Software Development Rhythms
- Incremental funding methodology
- IBM Rational Unified Process (RUP)

- Independent non-profit professional association serving the growing field of Business Analysis.
- <http://www.theiiba.org/>
- [Click to open IIBA Body of Knowledge](#)

- BTEP Strategic Design and Planning Methodology
 - 1 Define Problem Domain
 - 2 Build Initial Business Models
 - 3 Investigate Business Problems
 - 4 Develop the Business Vision
 - 5 Develop Transformation Strategies
 - 6 Design the Target Business
 - 7 Build Business Case for Transformation
 - 8 Build the Transformation Master Plan
- [Click here for BTEP Handbook](#)

- IT Governance enables Accountability and Control
- IT Governance establishes Roles and Responsibilities
- IT Governance establishes Policies
- IT Governance enables Decision Support thus Strategic Direction
- IT Governance improves Transparency, Results and Performance for the Customer/User
- IT Governance increases revenue/reduces the variance in budgets
- IT Governance Learning and Innovation
- IT Governance reduces Risk

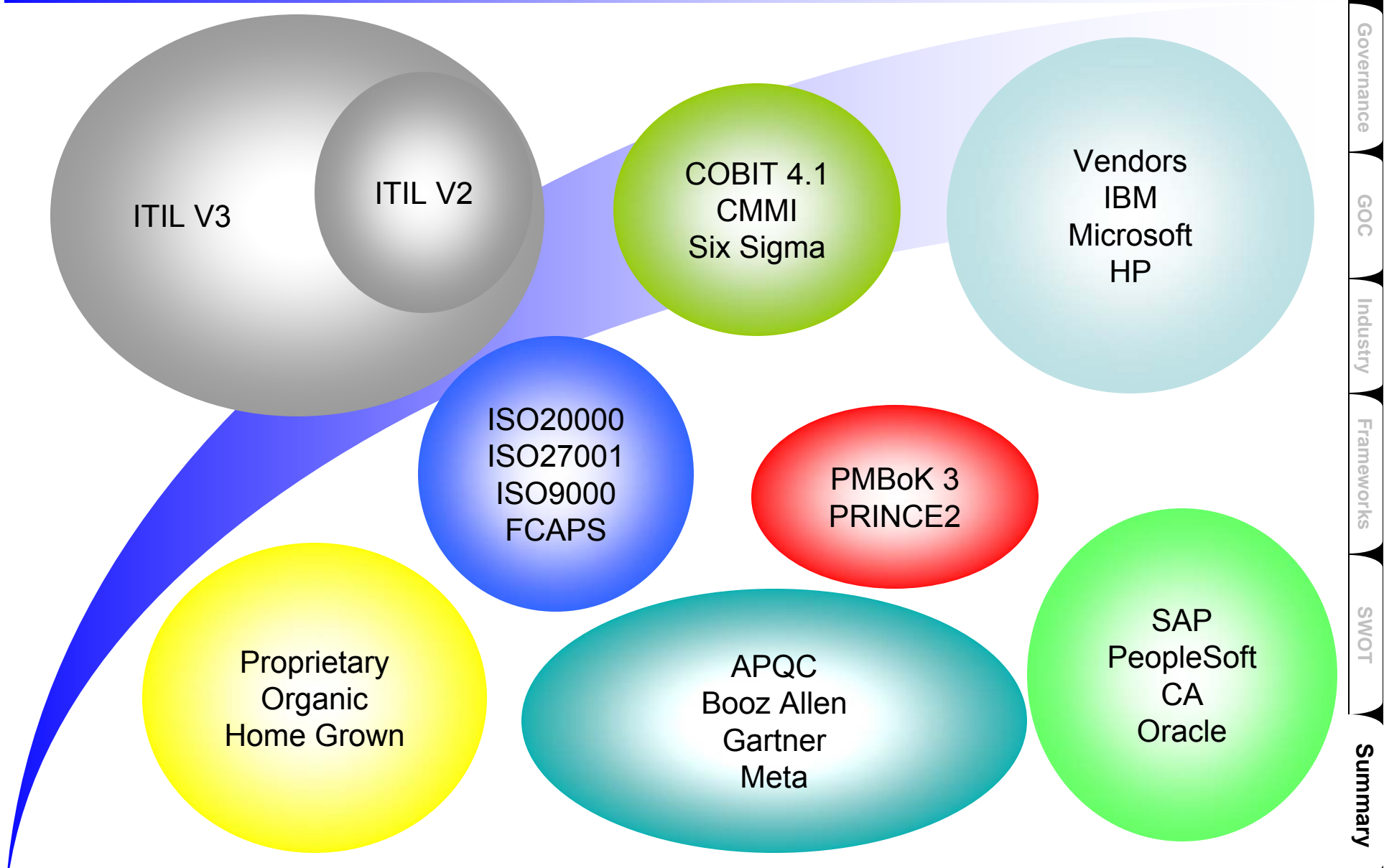


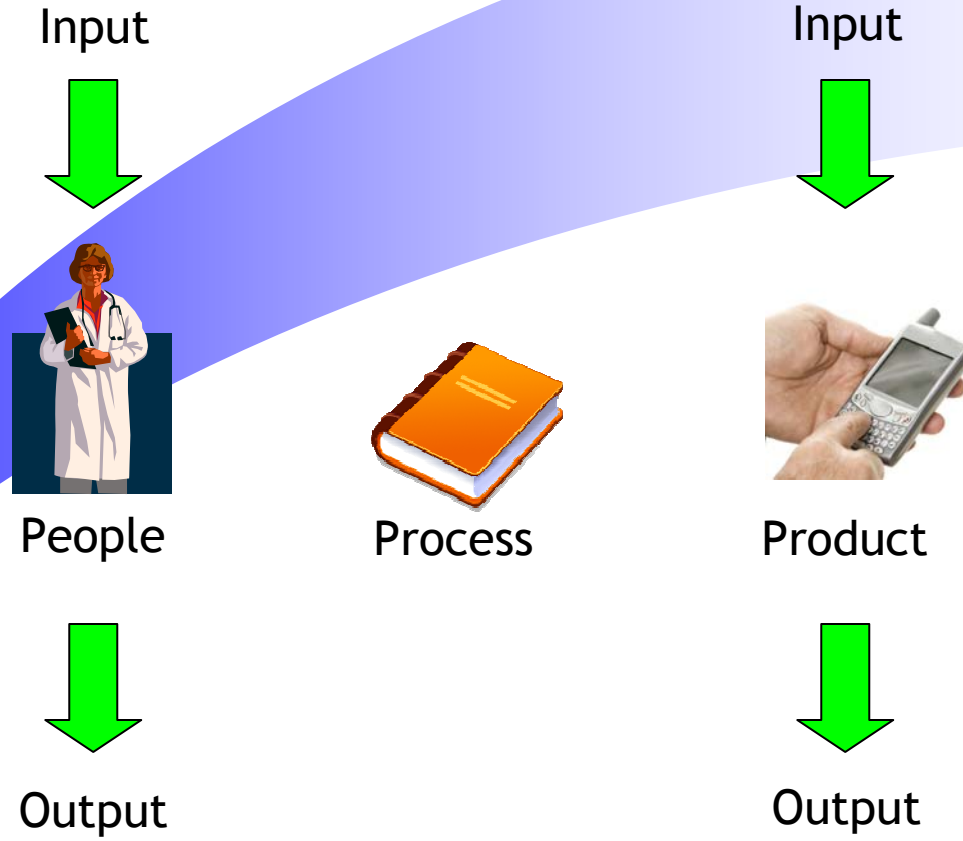
- Regulatory non-compliance
- Public embarrassment
- Public commissions and investigations
- Bureaucracy = Responsibility without Accountability
- Customer dissatisfaction
- Higher costs without a return

- Make sense from their perspective
- Common language for people and products
- Rationale for specific requirements
- Identifies control mechanisms - metrics, KPIs
- Defines accountability and responsibility
- Reduce the total cost of ownership

- Each Governance Framework has its limitations
- Adopting a proprietary Governance Framework will lock you into the vendor's products and/or services
- Most Governance Frameworks are not in harmony with others - definition of terms are not consistent
- Governance Frameworks can be complex
- Products are aligned with Governance Frameworks that lead to interoperability challenges
- People align with Governance Frameworks that lead to arguments and confusion

Avoid IT Governance Battles





Avoid Open Loop Processes

- Processes in which the value of the outcome has no influence on the input
- They take controlling action based simply on inputs

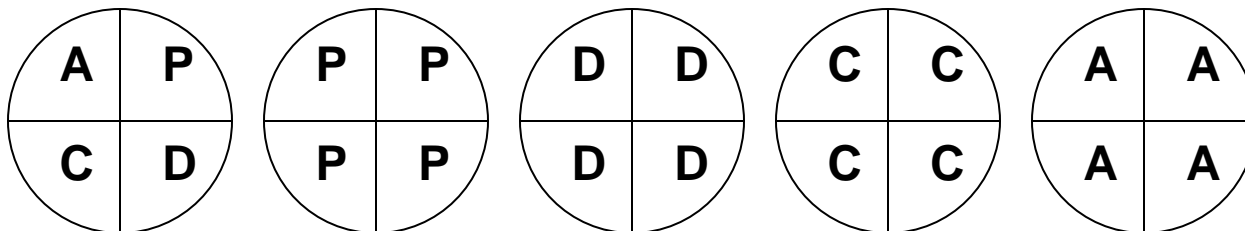
Typical IT Challenges

- Lack of direction and focus
- Limited management information - decisions based on 'I think' rather than 'I know'
- Limited structure in the customer support mechanism
- Low customer confidence/perception
- Out of date customer support system
- Under managed support resources
- Continual fire-fighting and break-fix
- Recurring problems being resolved repeatedly rather than eliminated
- Interrupt-driven
- Over dependency on key staff
- Uncoordinated and unrecorded change takes place that impact service
- Unaware of changes in the business
- Unclear staff resource/cost requirements
- Inconsistent quality of call response and response times

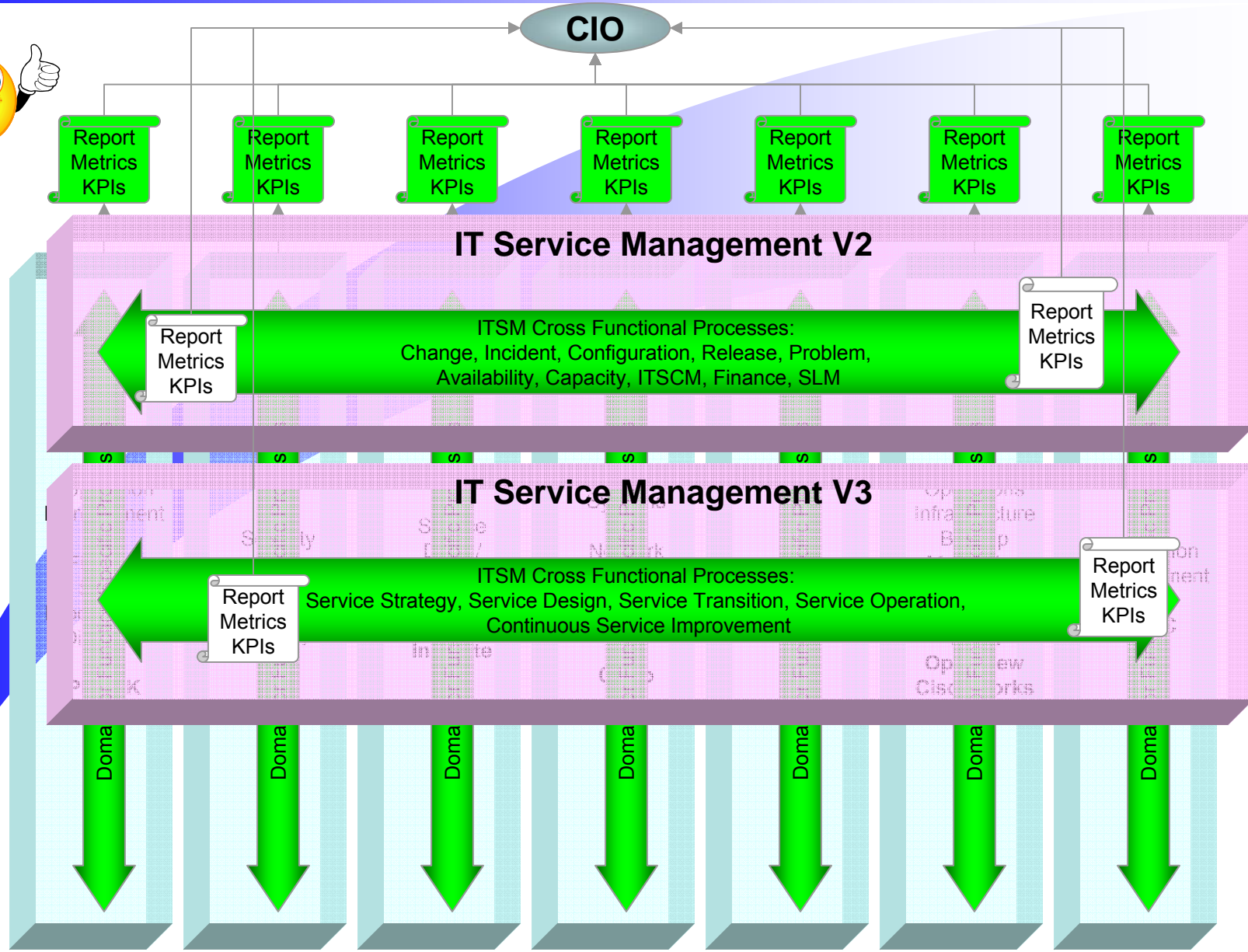
- Example: car brakes

Create a PDCA Culture

- Plan - Establish the objectives and processes necessary to deliver results in accordance with the specifications
 - Do - Implement the processes
 - Check - Monitor and evaluate the processes and results against objectives and Specifications and report the outcome
 - Act - Apply actions to the outcome for necessary improvement. This means reviewing all steps (Plan, Do, Check, Act) and modifying the process to improve it before its next implementation
- What type of ITSM organization do you have?



itSMF Understand the CIO Perspective



Governance

GOC

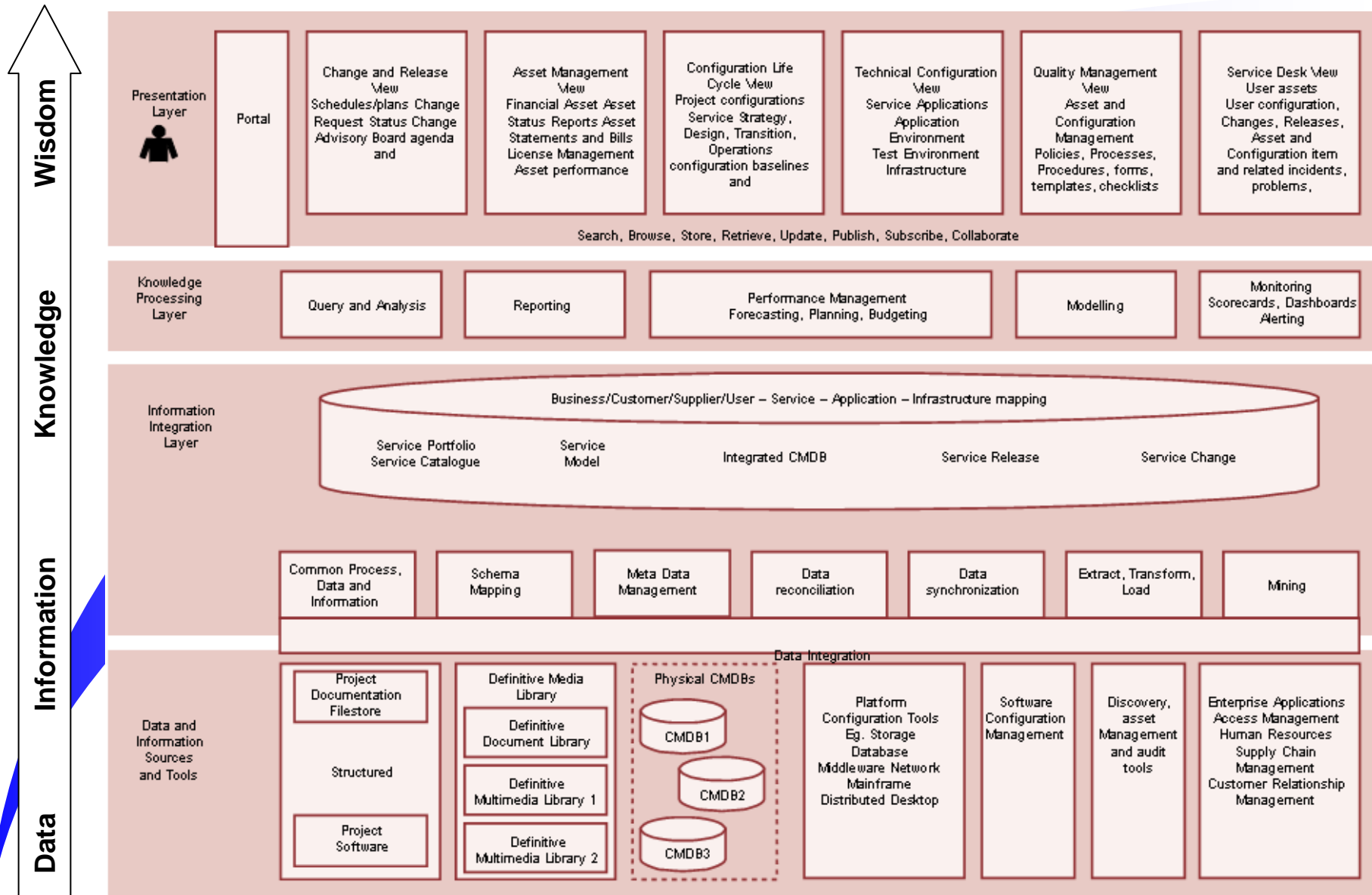
Industry

Frameworks

SWOT

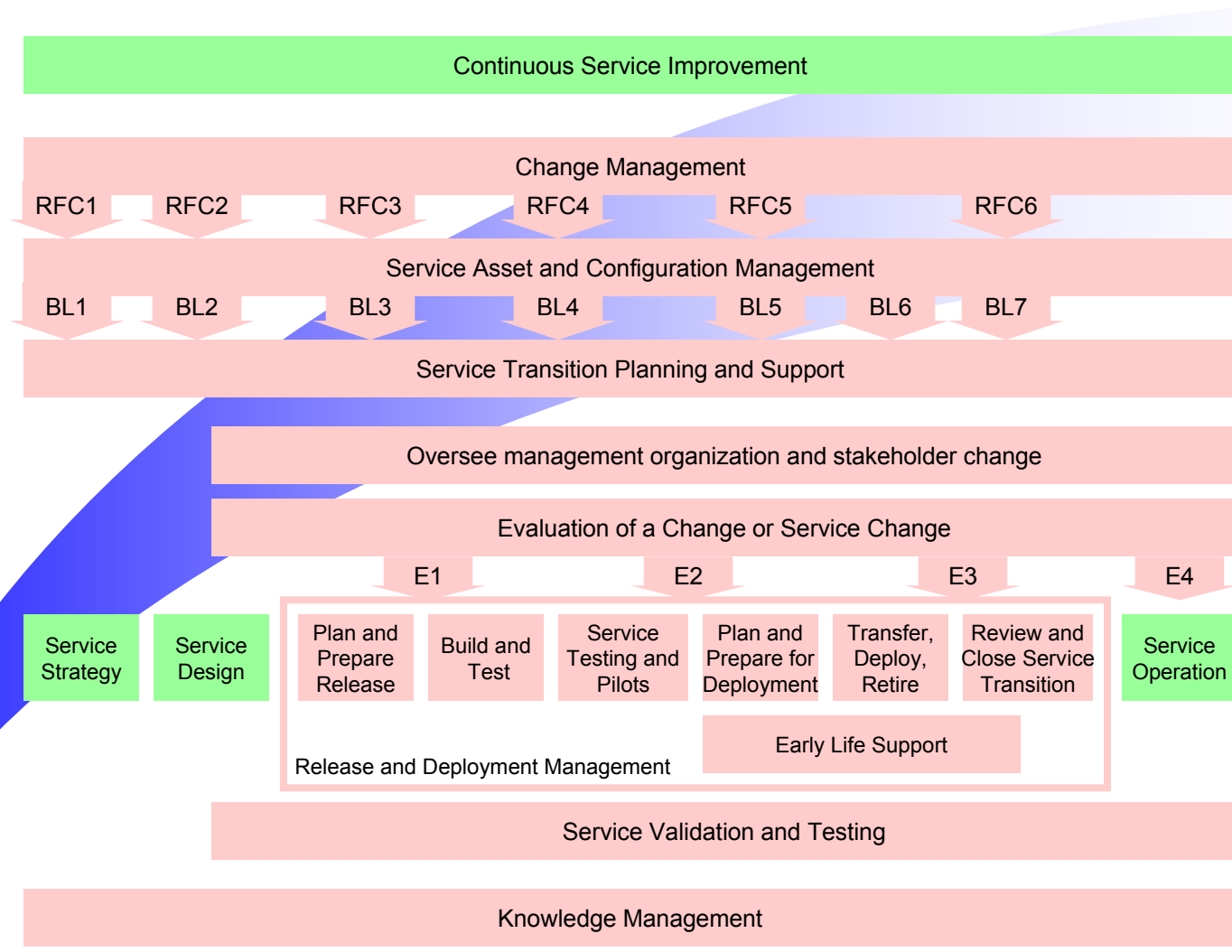
Summary

V3 SACM: Configuration Management System

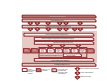


Source: ITIL V3

V3 Service Transition: Process Relationships

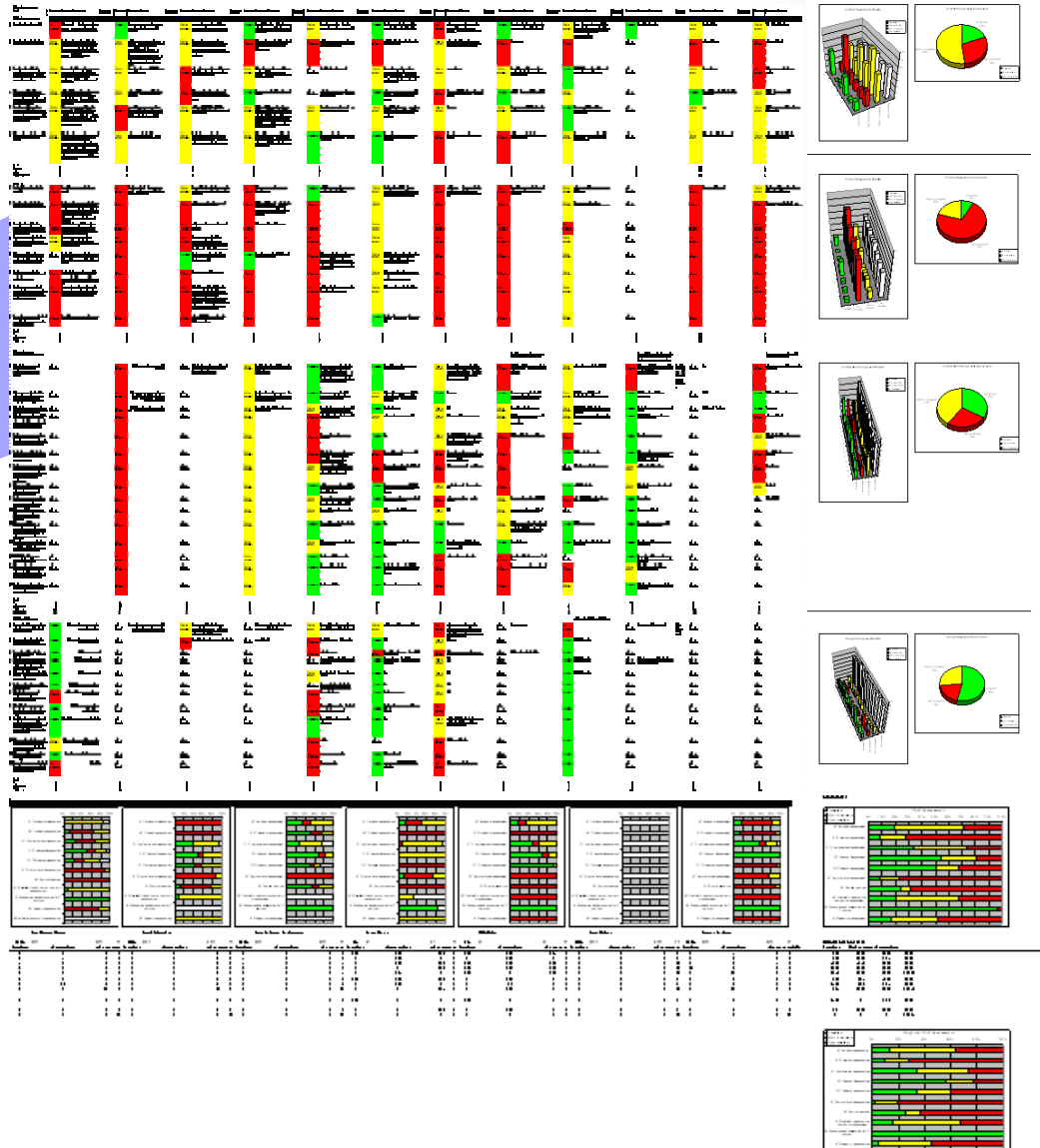


Service Transition supports the entire Lifecycle

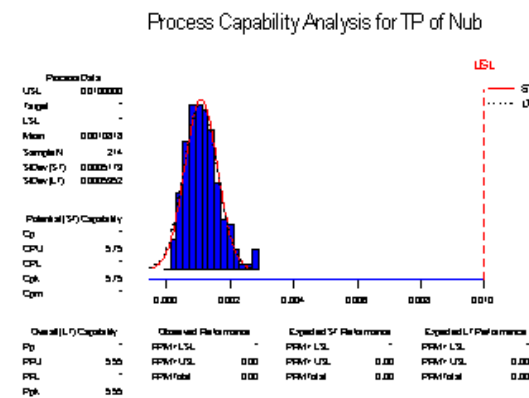
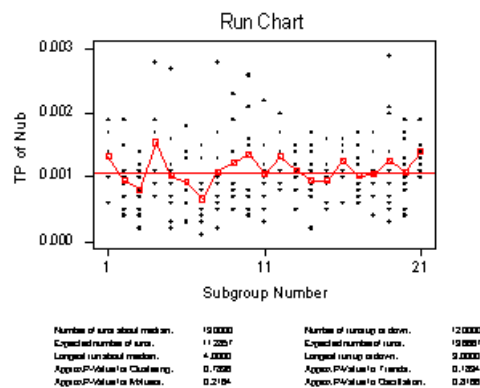
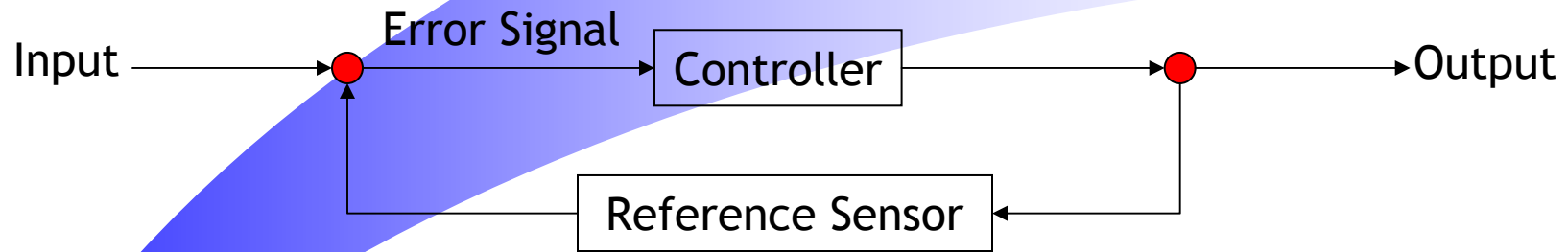


BL = Baseline
E = Evaluation

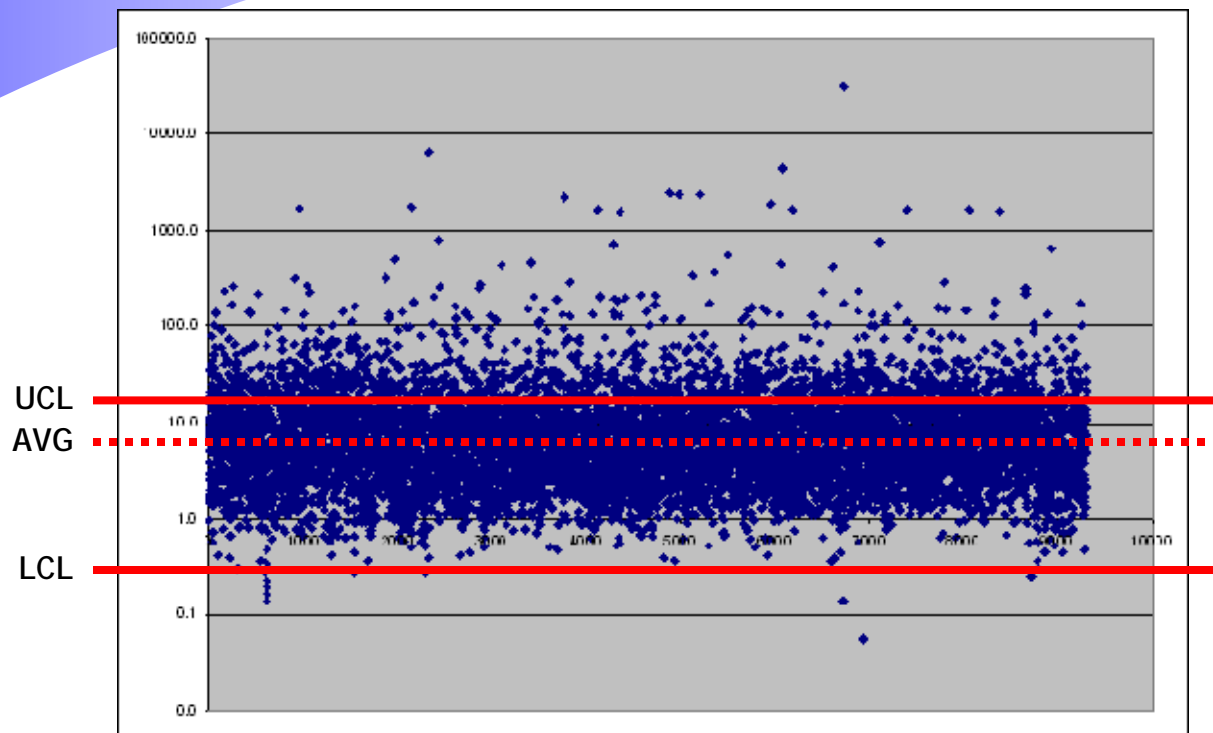
- [Click for assessment](#)



- Deals with architectures, mechanisms, and algorithms for controlling the output of a specific process



- Source: Remedy Trouble Tickets (Federal Government)
 - Sample size: 65000
 - Category: Email
 - Average versus UCL and LCL
-
- Input?
 - Controller?
 - Sensor?
 - Error Signal?
 - Output?



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jerry@mountainview.ca

PRESENTATION CAN BE OBTAINED FROM:

- www.itsmf.ca
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