IT – What's Really Important

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Plan

- Background
- Best Practices
- Cobit Framework
- What's Important
  - Important Processes
  - Maturity Change
  - Documentation
- Delivering Value

Initial

- "There is never enough time or money to do documentation properly!"
- Help with best practices & standards, especially ITIL

Response

- Don't do it if it isn't delivering value!

Observation

- Less can be more ...
- Simple note can be optimal
  - Easy to establish
  - Easy to maintain
  - Hard to use, but
  - Good net benefit

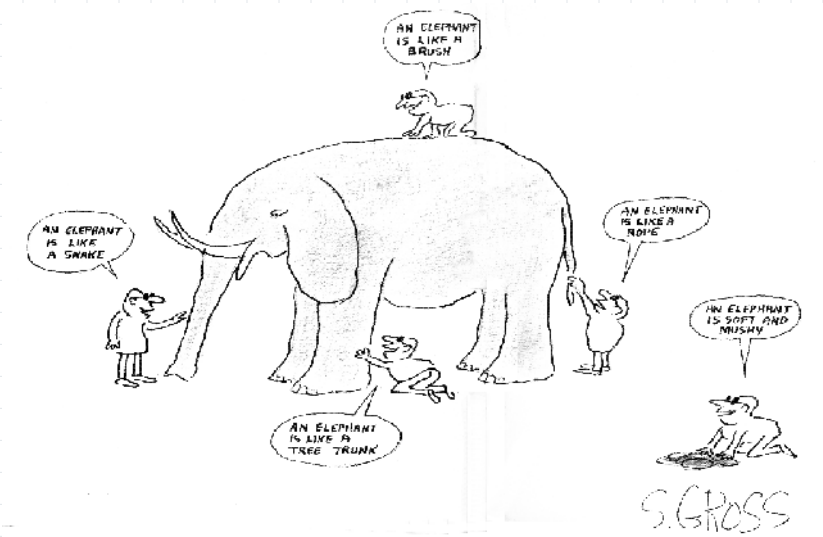
My Background

- In the 90's, … fundamental change
  - Best Practices became practical
- My public involvement:
  - ITIL (itSMF) National Conferences
  - Toronto COBIT User Group
  - Expert Reviewer: Risk IT
  - CIPS IT Risk Guideline

Best Practice Diversity

- Standard:
  - Requirement (rare)
  - Recommendation (occasionally)
  - Guideline (often)
- Framework:
  - Taxonomy (structure)
  - Not Standard (suggestions)

Soft & Mushy ???



Big Three

- COBIT
  - IT Governance (Control)
- ITIL
  - IT Service Management (Lifecycle)
- CMMI
  - Development of Systems (Maturity)

Standards Danger

- Only Required Standard should be followed faithfully, ... most of the time.
- Framework always needs tailoring
- Big 3 are Frameworks
  - Never follow to-the-letter

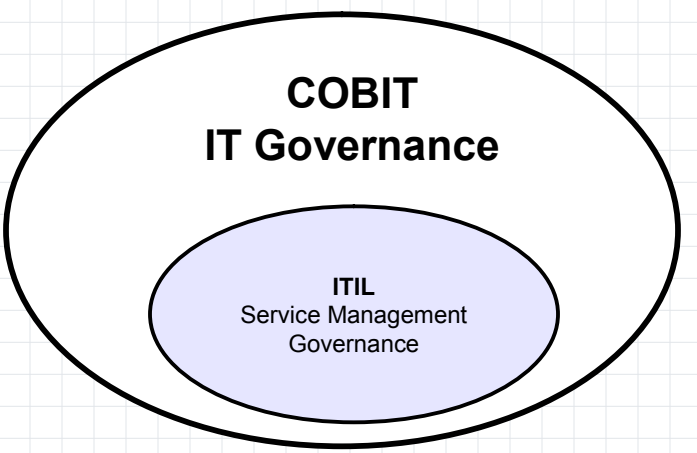
Framework Trap

- Assume everything is important
- Follow suggestions "to the letter"
- Claim to have "done" ITIL (or COBIT)
- Focus on delivering recognized value
  - Otherwise: Navel gazing exercise

Preferred Process

- What will be important for the business?
- How much improvement is required?
- How to achieve those improvements?
- Finally: What documentation optimal?

COBIT & ITIL



Hierarchy

- "Big 10" ITIL v.2
- ISO 20000 / BS 15000
  - Adds security, relationship management
- ITIL v.3 – life-cycle
- COBIT 4.1
  - Plan & Organize; Acquire & Implement; Deliver & Support; Monitor & Evaluate
  - Val IT, Risk IT
- COBIT 5 … coming

COBIT 4.1

- 34 processes, covering all of IT
  - Plan and Organize
  - Acquire and Implement
  - Deliver and Support
  - Monitor and Evaluate
- Plus
  - RACI, Input/Output, Goals, Metrics, Maturity
  - Management Advice, Val IT, Risk IT

Deliver and Support

- Define and manage service levels – DS01
- Manage third-party services – DS02
- Manage performance and capacity – DS03
- Ensure continuous service – DS04
- Ensure system security – DS05
- Identify and allocate costs – DS06
- Enable and train users – DS07
- Manage service desk and incidents – DS08
- Manage the configuration – DS09
- Manage problems – DS10
- Manage data – DS11
- Manage the physical environment – DS12
- Manage operations – DS13

DS1 – Define and manage service levels

Control over the IT process of

Define and manage service levels

that satisfies the business requirement for IT of

ensuring the alignment of key IT services with the business strategy

by focusing on

identifying service requirements, agreeing on service levels and monitoring the achievement of service levels

is achieved by

- Formalising internal and external agreements in line with requirements and delivery capabilities
- Reporting on service level achievements (reports and meetings)
- Identifying and communicating new and updated service requirements to strategic planning

and is measured by

- Percent of business stakeholders satisfied that service delivery meets agreed-upon levels
- Number of delivered services not in the catalogue
- Number of formal SLA review meetings with business customers per year

RACI Chart

RACI Chart

Activities	CEO	CFO	Business Executive	CIO	Business Process Owner	Head Operations	Chief Architect	Head Development	Head IT Administration	PMO	Compliance, Audit, Risk and Security	Service Manager
Create a framework for defining IT services.			C	A	C	C	I	C	C	I	C	R
Build an IT service catalogue.			I	A	C	C	I	C	C	I	I	R
Define SLAs for critical IT services.		I	I	C	C	R	I	R	R	C	C	A/R
Define OLAs for meeting SLAs.				I	C	R	I	R	R	C	C	A/R
Monitor and report end to end service level performance.				I	I	R		I	I		I	A/R
Review SLAs and UCs.		I		I	C	R		R	R		C	A/R
Review and update IT service catalogue.			I	A	C	C	I	C	C	I	I	R
Create service improvement plan.			I	A	I	R	I	R	C	C	I	R

A **RACI** chart identifies who is Responsible, Accountable, Consulted and/or Informed.

Inputs and Outputs

From	Inputs
PO1	Strategic and tactical IT plans, IT service portfolio
PO2	Assigned data classifications
PO5	Updated IT service portfolio
AI2	Initial planned SLAs
AI3	Initial planned OLAs
DS4	Disaster service requirements, including roles and responsibilities
ME1	Performance input to IT planning

Outputs	To						
Contract review report	DS2						
Process performance reports	ME1						
New/updated service requirements	PO1						
SLAs	AI1	DS2	DS3	DS4	DS6	DS8	DS13
OLAs	DS4	DS5	DS6	DS7	DS8	DS11	DS13
Located IT service portfolio	PO1						

Maturity Levels

0. Non-existant
1. Initial/Ad Hoc [hero required]
2. Repeatable but intuitive [st'd stuff]
3. Defined [nailed down]
4. Managed and measured [quantitative]
5. Optimized [nirvana]

Maturity Levels – DS1

1 Initial/Ad Hoc when
There is awareness of the need to manage service levels, but the process is informal and reactive. The responsibility and accountability for defining and managing services are not defined. If performance measurements exist, they are qualitative only with imprecisely defined goals. Reporting is informal, infrequent and inconsistent.

2 Repeatable but Intuitive when
There are agreed-upon service levels, but they are informal and not reviewed. Service level reporting is incomplete and may be irrelevant or misleading for customers. Service level reporting is dependent on the skills and initiative of individual managers. A service level co-ordinator is appointed with defined responsibilities, but limited authority. If a process for compliance to SLAs exists, it is voluntary and not enforced.

3 Defined when
Responsibilities are well defined, but with discretionary authority. The SLA development process is in place with checkpoints for reassessing service levels and customer satisfaction. Services and service levels are defined, documented and agreed-upon using a standard process. Service level shortfalls are identified, but procedures on how to resolve shortfalls are informal. There is a clear linkage between expected service level achievement and the funding provided. Service levels are agreed to, but they may not address business needs.

Control Objectives – DS1

- DS1.1 Service Level Management Framework
- DS1.2 Definition of Services
- DS1.3 Service Level Agreements
- DS1.4 Operating Level Agreements
- DS1.5 Monitoring and Reporting of Service Level Achievements
- DS1.6 Review of Service Level Agreements and Contracts

IT Goals and IT Processes

1	Respond to business requirements in alignment with the business strategy.	PO1	PO2	PO4	PO10	AI1	AI2	AI7	DS1	DS3	ME1
2	Respond to governance requirements in line with board direction.	PO1	PO4	PO10	ME1	ME4					
3	Ensure satisfaction of end users with service offerings and service levels.	PO8	AI4	DS1	DS2	DS7	DS8	DS10	DS13		
4	Optimise the use of information.	PO2	DS11								
5	Create IT agility.	PO2	PO4	PO7	AI3						
6	Define how business functional and control requirements are translated in effective and efficient automated solutions.	AI1	AI2	AI6							
7	Acquire and maintain integrated and standardised application systems.	PO3	AI2	AI5							
8	Acquire and maintain an integrated and standardised IT infrastructure.	AI3	AI5								
9	Acquire and maintain IT skills that respond to the IT strategy.	PO7	AI5								
10	Ensure mutual satisfaction of third-party relationships.	DS2									
11	Ensure seamless integration of applications into business processes.	PO2	AI4	AI7							
12	Ensure transparency and understanding of IT cost, benefits, strategy, policies and service levels.	PO5	PO6	DS1	DS2	DS6	ME1	ME4			
13	Ensure proper use and performance of the applications and technology solutions.	PO6	AI4	AI7	DS7	DS8					
14	Account for and protect all IT assets.	PO9	DS5	DS9	DS12	ME2					
15	Optimise the IT infrastructure, resources and capabilities.	PO3	AI3	DS3	DS7	DS9					
16	Reduce solution and service delivery defects and rework.	PO8	AI4	AI6	AI7	DS10					
17	Protect the achievement of IT objectives.	PO9	DS10	ME2							
18	Establish clarity of business impact of risks to IT objectives and resources.	PO9									
19	Ensure that critical and confidential information is withheld from those who should not have access to it.	PO6	DS5	DS11	DS12						
20	Ensure that automated business transactions and information exchanges can be trusted.	PO6	AI7	DS5							
21	Ensure that IT services and infrastructure can properly resist and recover from failures due to error, deliberate attack or disaster.	PO6	AI7	DS4	DS5	DS12	DS13	ME2			
22	Ensure minimum business impact in the event of an IT service disruption or change.	PO6	AI6	DS4	DS12						
23	Make sure that IT services are available as required.	DS3	DS4	DS8	DS13						
24	Improve IT's cost-efficiency and its contribution to business profitability.	PO5	DS6								
25	Deliver projects on time and on budget, meeting quality standards.	PO8	PO10								
26	Maintain the integrity of information and processing infrastructure.	AI3	DS5								
27	Ensure IT compliance with laws, regulations and contracts.	DS11	ME2	ME3	ME4						
28	Ensure that IT demonstrates cost-efficient service quality, continuous improvement and readiness for future change.	PO5	DS6	ME1	ME4						

Detail – IT Goals & Processes

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Deliver 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.			✔													

Application

- Depends on ~
  - State of Business Plan
  - Connection between IT & Business
  - IT Vision for Business
  - Planning / Control Maturity
- Typically, one "stakeholder day" will launch the exercise

Stakeholder Day

- Assemble stakeholders
- COBIT Introduction (1 hour)
- Process Importance (2-4 hours)
  - Critical, Important, Unimportant
- Maturity Level (rest of day)
  - Current + Future Level
- Critical Processes and Required Improvements

What Has Been Identified

Improve DS1 to level 2:

Repeatable but Intuitive

There are agreed-upon service levels, but they are informal and not reviewed. Service level reporting is incomplete and may be irrelevant or misleading for customers. Service level reporting is dependent on the skills and initiative of individual managers. A service level co-ordinator is appointed with defined responsibilities, but limited authority. If a process for compliance to SLAs exists, it is voluntary and not enforced.

How follows …

How

- Define services
- Identify Service Level Agreements
- Start reporting SLA performance
- Identify SLA coordinator
- Define SLA compliance test

- Some documentation required, but should support What is to be accomplished

Cycle Repeats

- Between 6 & 12 initial process improvements, 12 month target
- Review progress, identify targets for next 12 months

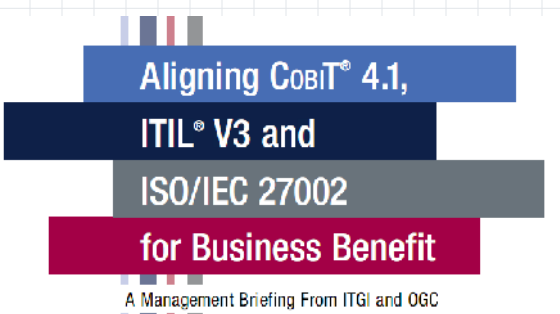
… … …

- Review progress, identify targets for next 12 months

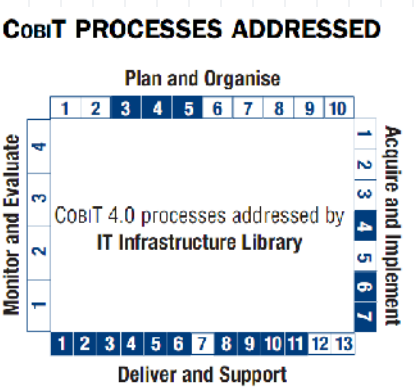
COBIT

- COBIT "covers" all of IT
- COBIT "maps" to IT Best Practices:
  - COSO
  - ITIL
  - ISO 17799
  - FIPS 200
  - ISO 15408
  - Prince2
  - PMBOK
  - TickIT
  - CMMI
  - TOGAF
  - NIS 800-14

ITIL "Covered"



ITIL v.2



(older Mapping doc)

References

- COBIT 4.1
- COBIT Executive Summary
- COBIT Quickstart (for SME's)
- COBIT Mapping

- Available from itgi.org
  - Registration required, but no fee

Thank you
… questions, comments?