ITSM the DoD Way

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Session Description

The Defense Systems Information Agency (DISA) was tasked with improving the Department of Defense&;s ITSM program using best practices drawn from ITIL, COBIT 5, Lean Six Sigma, and ISO 20000/27000. To coordinate the implementation of each of these frameworks and manage the DoD's full array of processes, Jason Werther and Tim Smith developed the Defense Enterprise Service Management Framework (DESMF). Since then, we&;ve partnered with several other ITSM offices, including those of the US Air Force, the US Navy, and the US Army, and the DESMF has really become a joint effort. How is the government handling the ongoing changes and the adoption of so many different methodologies? With a variety of methodologies, from ITIL to ISO and everything in between, how do you know which one is the right fit, and how do you implement it? In this session, learn how DISA and the DoD are answering these questions and more. *(Advanced)*

Speaker Background

Jason Werther has more than fifteen years of management and consulting experience. He's currently a program manager for the ITSM Office at DISA, where he's worked with senior leaders to improve IT processes across the enterprise. A Lean Six Sigma Master Black Belt with experience in ITIL, ISO, and COBIT, Jason has successfully improved processes for many clients, including the US Army, the Office of the Secretary of Defense, and the Offices of the Secretary of the Navy and the Secretary of the Army.

Tim Smith has spent most of his career managing multimillion dollar business units and building a track record of increased revenue, profitability, and utilization rates. Tim has that rare combination of strategic and tactical experience that enables him to drive organizational development, change management, business development, business intelligence, capture management, and strategic planning as well as project planning and execution, scope management, risk management, and financial management.

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Session 108

Jason Werther – OnPoint Consulting, Inc.

- Program Manager, Client Services
  - 15+ years management, consulting, process improvement
  - Master Black Belt - Lean Six Sigma
 - Current Program at DISA

Tim Smith– OnPoint Consulting, Inc.

- Vice President, Client Services
  - 20+ years organizational development, change management, project planning and execution
  - **PMP, ITIL**

DOD Characteristics & ITSM Efforts

- Multi Vendor Environments
- Information Assurance / Security
- **Acquisition Policies and Procedures**
- Command Culture vs "Service" Management
- Systems Engineering Orientation (not "Service")
- Terminology like DODAF, DOTMPLF, Logistics, ISS
- SA/C2: Situational Awareness, Command & Control
- DOD Regulations, Policies, Directives & Instructions
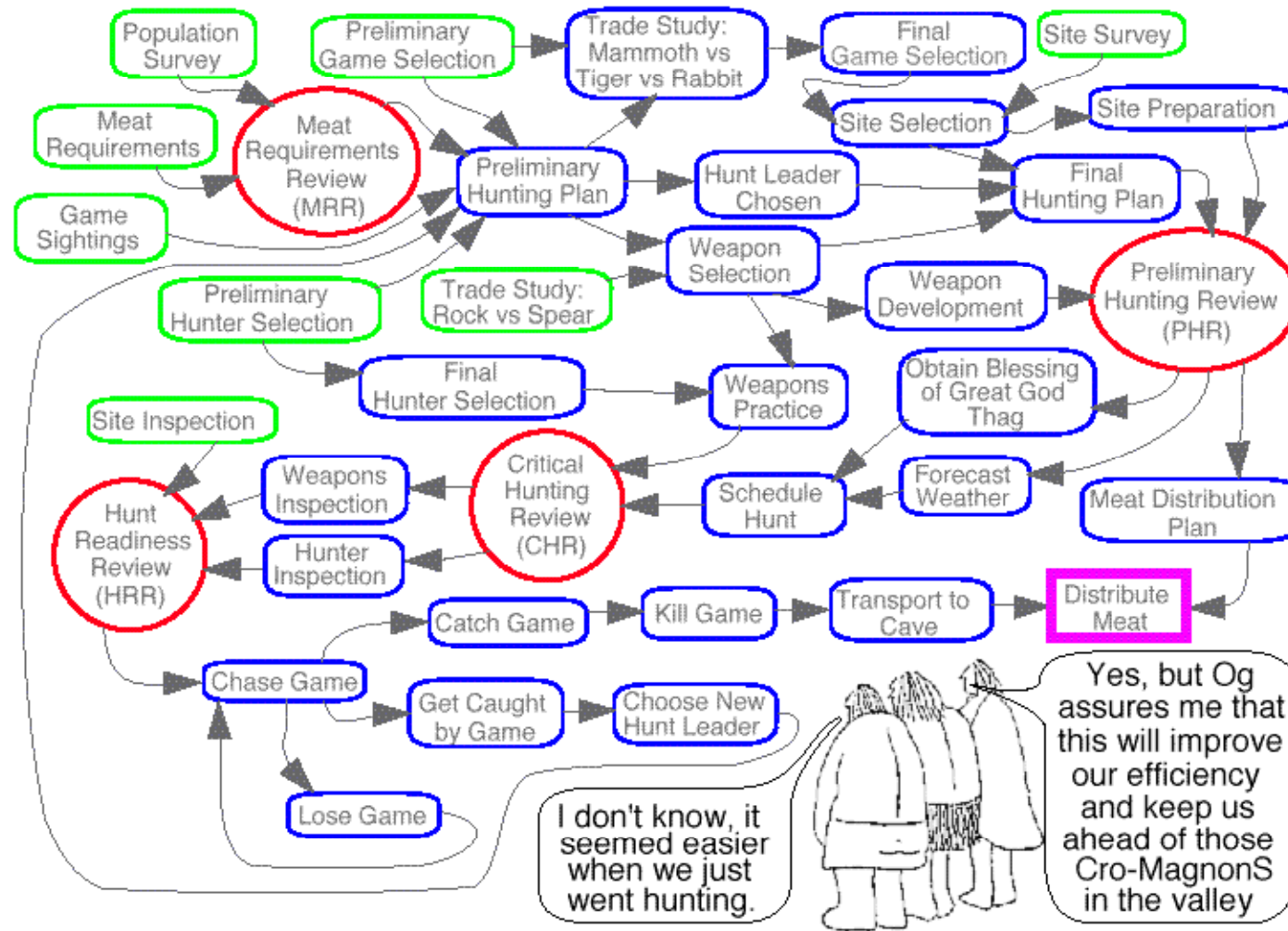
Why the Neanderthals became extinct.

Unclassified

ITSM Memo

> Subject: Information Technology Service Management in the Department of Defense

> Published May 15, 2013

> Key Points:
> - ITSM is a critical enabler for DoD efficiency efforts while simultaneously improving efficiencies, effectiveness, and interoperability across the Department.
> - The DoD CIO provides ITSM oversight and will develop a Policy requiring alignment to ITSM standards and describing component responsibilities.
> - DISA, in coordination with Components, will develop a DoD ITSM framework leveraging the DISA framework as a seed document.
> - ITSM is a key contributor to the DoD CIO IT Enterprise Strategy and Roadmap and the JIE.
> - Continued support /participation across Components is critical to success.

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Facts

There is no standard process or framework used throughout the DoD for managing IT Services and no standardized lexicon

Currently there are military services and agencies already adopting ITIL and ITSM within their organizations

- Navy currently has an effort to implement ITIL within NGEN
- Marine Corps has already baselined many ITIL processes for use within their organization
- DISA has an effort to implement ITSM and ITIL within their organization and stood up an ITSM Office

Common DOD Situation

- Government Acquisition of IT Services, multiple suppliers, (multisourcing) with government responsibilities.
- Management control not sufficiently addressed by DOD acquisition standards, processes, practices, skills

DOD Acquisition: Product or System	What will be acquired	
ITSM Capability Development	What Govt will have to do	!

ITIL is a popular best practices framework for IT Services Management that has been adopted by many types of organizations, including many within US DOD

Defense ITInfrastructure Library

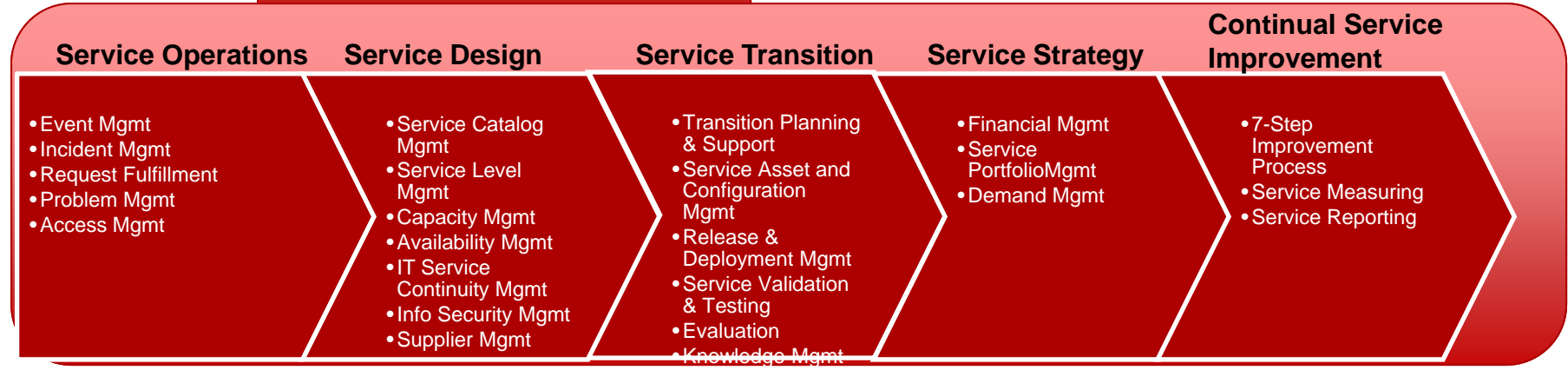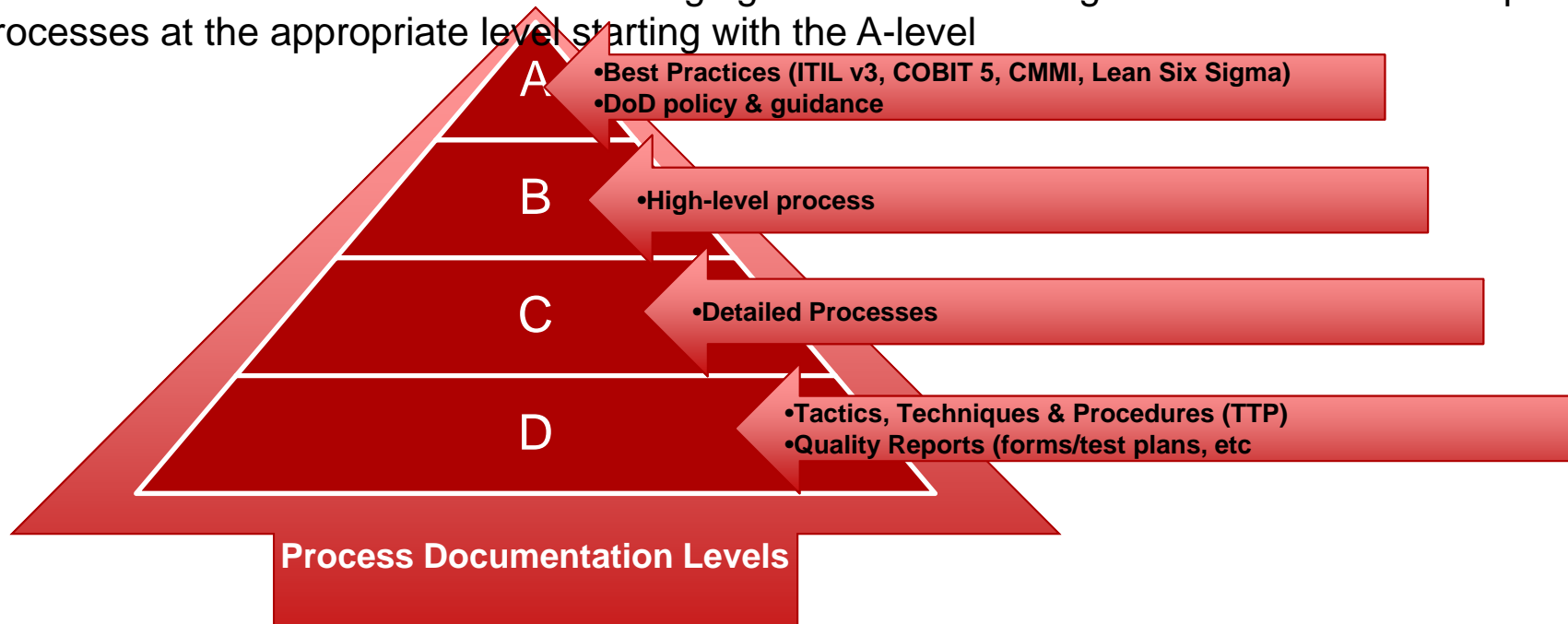| Mission	Goals
Defense ITIL will accelerate the ability of the DoD to deliver IT services in a more effective, efficient and secure manner by standardizing and continuously improving IT service management processes	•Institutionalize a common language to capture and analyze information about IT processes and resources •Standardize service delivery processes across the enterprise
Customer Impact	**Deliverables**
•Synchronizes disparate ITIL efforts and standardizes IT services and IT Service Management (ITSM) across the Department •Provides a common lexicon to describe and categorize IT infrastructure services and processes •Establishes process business rules and common processes to improve efficiency and effectiveness •Ultimately makes the user experience more consistent throughout the DoD	

Defense ITIL Process Guidance

Defense ITIL Process Guidance is leveraging other efforts throughout the DoD to develop processes at the appropriate level starting with the A-level

A
- •Best Practices (ITIL v3, COBIT 5, CMMI, Lean Six Sigma)
- •DoD policy & guidance

B
- •High-level process

C
- •Detailed Processes

D
- •Tactics, Techniques & Procedures (TTP)
- •Quality Reports (forms/test plans, etc

Process Documentation Levels

Service Operations	Service Design	Service Transition	Service Strategy	Continual Service Improvement
•Event Mgmt •Incident Mgmt •Request Fulfillment •Problem Mgmt •Access Mgmt	•Service Catalog Mgmt •Service Level Mgmt •Capacity Mgmt •Availability Mgmt •IT Service Continuity Mgmt •Info Security Mgmt •Supplier Mgmt	•Transition Planning & Support •Service Asset and Configuration Mgmt •Release & Deployment Mgmt •Service Validation & Testing •Evaluation •Knowledge Mgmt	•Financial Mgmt •Service PortfolioMgmt •Demand Mgmt	•7-Step Improvement Process •Service Measuring •Service Reporting

- February 2010, DISA established the IT Service Management Office (ITSMO), under the guidance of Branch Chief Drew Jaehnig with the following charter:
    - Coordinate/direct development of enterprise-wide approach to (ITSM) improvements
    - Develop targets for ITSM performance throughout DISA
    - Establish standards for ITSM policies and processes
    - Coordinate the process transformations
    - Monitor and report on DISA progress toward achieving the targeted goals for service improvement
    - Facilitate large scale change in DISA culture

Late 2011, Rear Admiral David Simpson, Vice Director of DISA, instructed the ITSMO to develop a framework and ensure:

- All directorates have consistent guidance and focus in supporting DoD wide services
- DoD directives to cut costs are recognized and supported through process efficiency

The result of this effort is the Defense Enterprise Service Management Framework (DESMF).

DISA as an Enterprise provides portfolio of IT & non-IT services
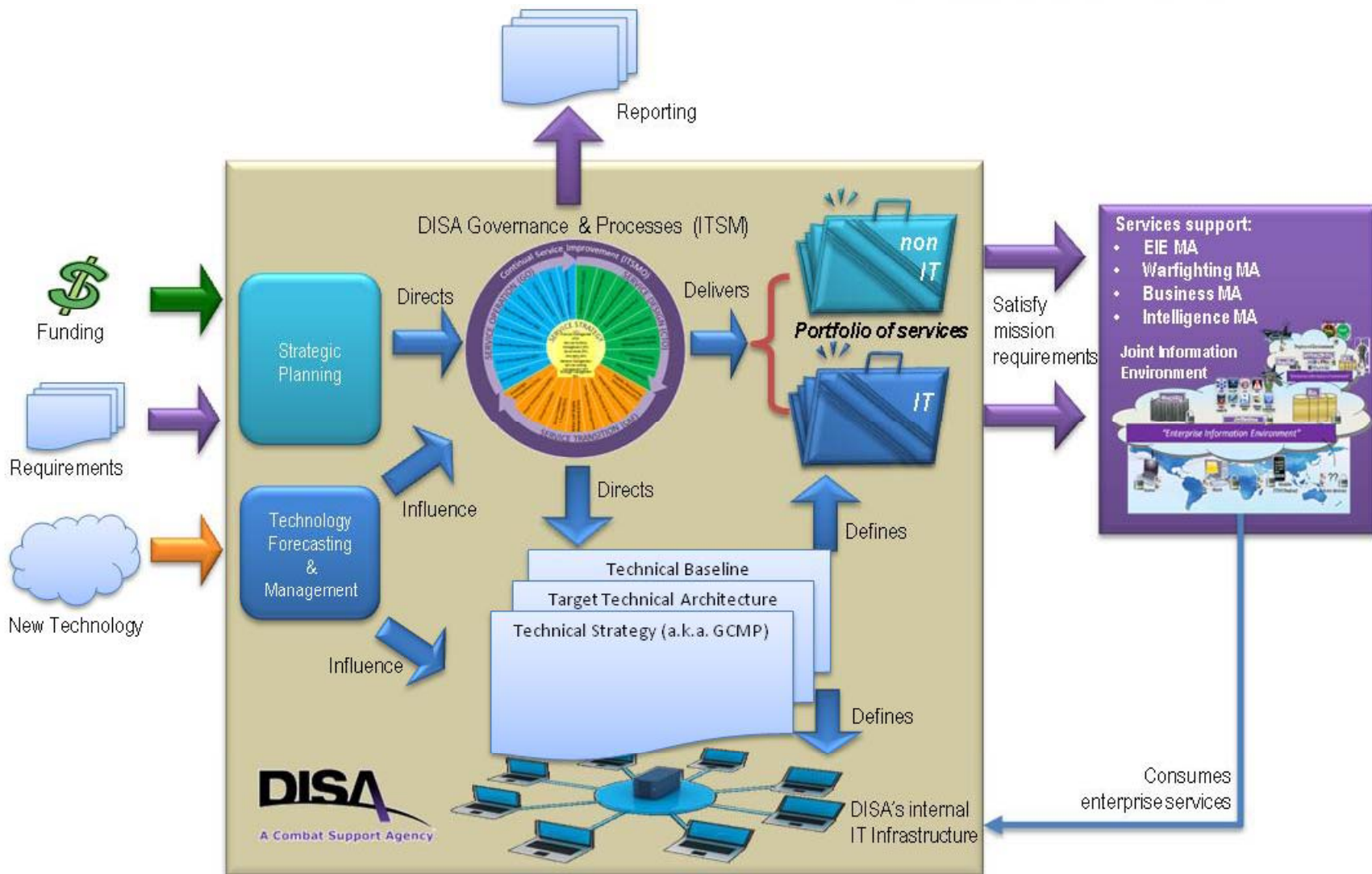
- Created the DISA Enterprise Service Management Framework
  - Used it internal to show success
  - Worked with other Agency to gain acceptance
  - Continued to work as a champion with DoD CIO to use as a DoD document
  - DISA-wide effort (4 facilitated workshops for each domain and 3 focus groups on specific topics)
    - These efforts also had the by-product of awareness, ownership and acceptance.

- Created Forums to market and grow the framework
- Recently the DISA Director signed Domain Owner letters

- A collection of best practices, processes, and procedures
- Common language and nomenclature
- Descriptive in nature
- A framework designed to be tailored for you goals, needs, budget, resources and organization.

"While the idea of improvisation may seem at odds with that of predetermined structure, most improvisers thrive on some level of structure. If one is asked to improvise, and no guidelines are provided on what to play, many musicians have difficulty focusing their ideas…Similarly, if a musician is given some structure to follow in his improvisation, it usually results in a more cohesive performance."
-Marc Sabatella
Jazz Musician and Educator

- Rules, policies, directives
- Prescriptive
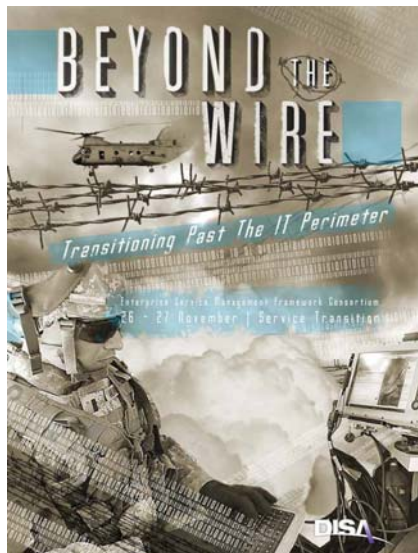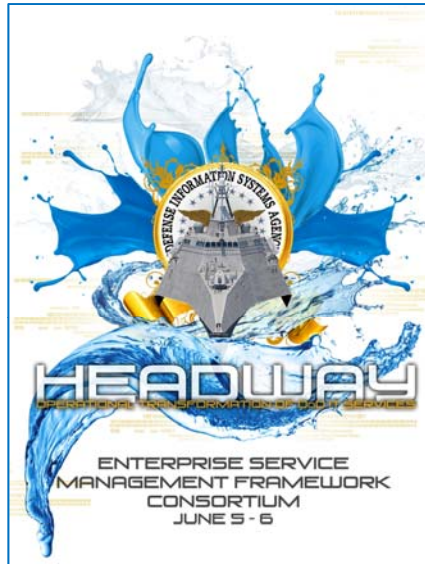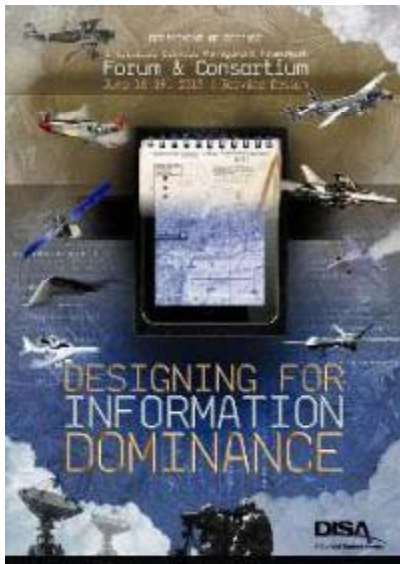- "The Answer"

- Organizations that are looking for a general set of guidelines for design and implement a service management approach through "tried and tested" processes, procedures and work instructions.

- DESMF Contents
  - Critical Success Factors
  - Guiding Principles
  - Functional Roles and Responsibilities
 - Metrics
  - Milestones
  - Functions

- ESMF Consortium & Forum stood up to aid in development and to provide overarching governance and collaboration;
  - Meets Bi-annually
  - Next Consortium is Nov 19-20, 2013 at Fort Meade, DISA HQ
  - DESMF WG
  - Consortium Charter WG
  - Consortium & Forum Planning WG
  - CoP Working Group
  - Terms and Definitions Working Group
  - Leverage JIE community and governance structure

Domain Owners Designated
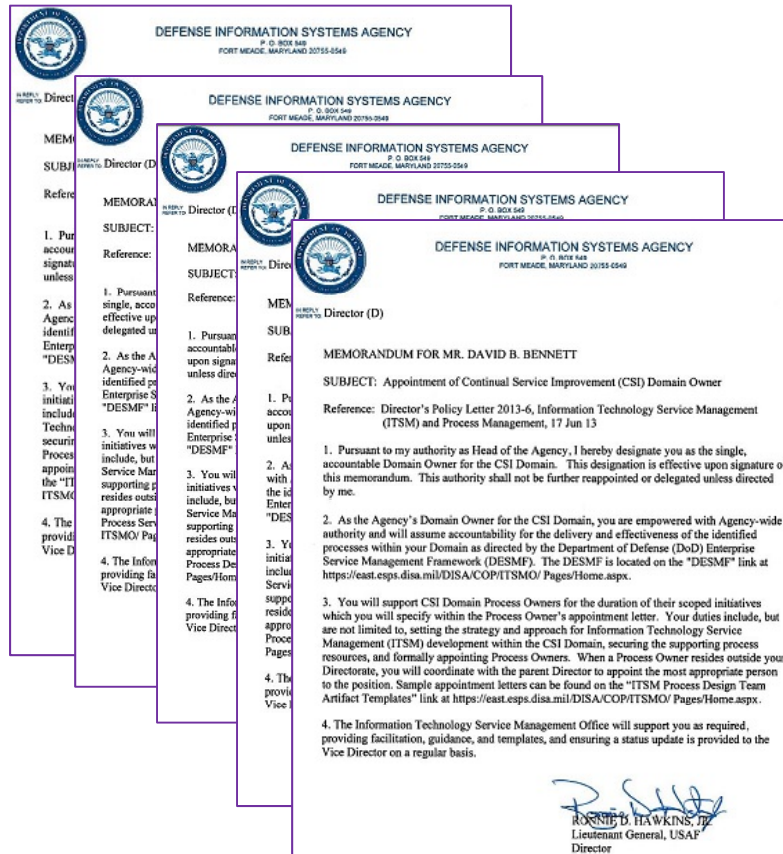
- June 2013 – Director LTG Hawkins signed domain owner letters
- Assigns Leadership Champions across the agency
- Gives authority to designate Process Owners

- # DISA used the framework along with DEE
  - DISA used Defense Enterprise Email (DEE) as test to see how the service matched with the framework
  - Areas of improvement we identified and addressed

- # Now DISA is moving towards Joint Information Environment (JIE)
  - DESMF provides the framework
  - Other agencies are able to work with a standardized process

Network / Transport
- Convergence to MPLS
- DISN Core and Network Controls
- Network Planes
- Internet Access Points
- Mission Partner Gateway
- Installation Campus Area Network
- WAN Optimization

Data Centers
- Enterprise Data Centers
- Data Replication and Synchronization Network
- EOC DMZs
- Installation Processing Node
- Joint Communications Node

Enterprise Services
- Identity and Access Management
- Active Directory/Directory Services
- Unified Capabilities
- Data Tagging
- DNS/ERS/.mil Proxy
- Foundational Services
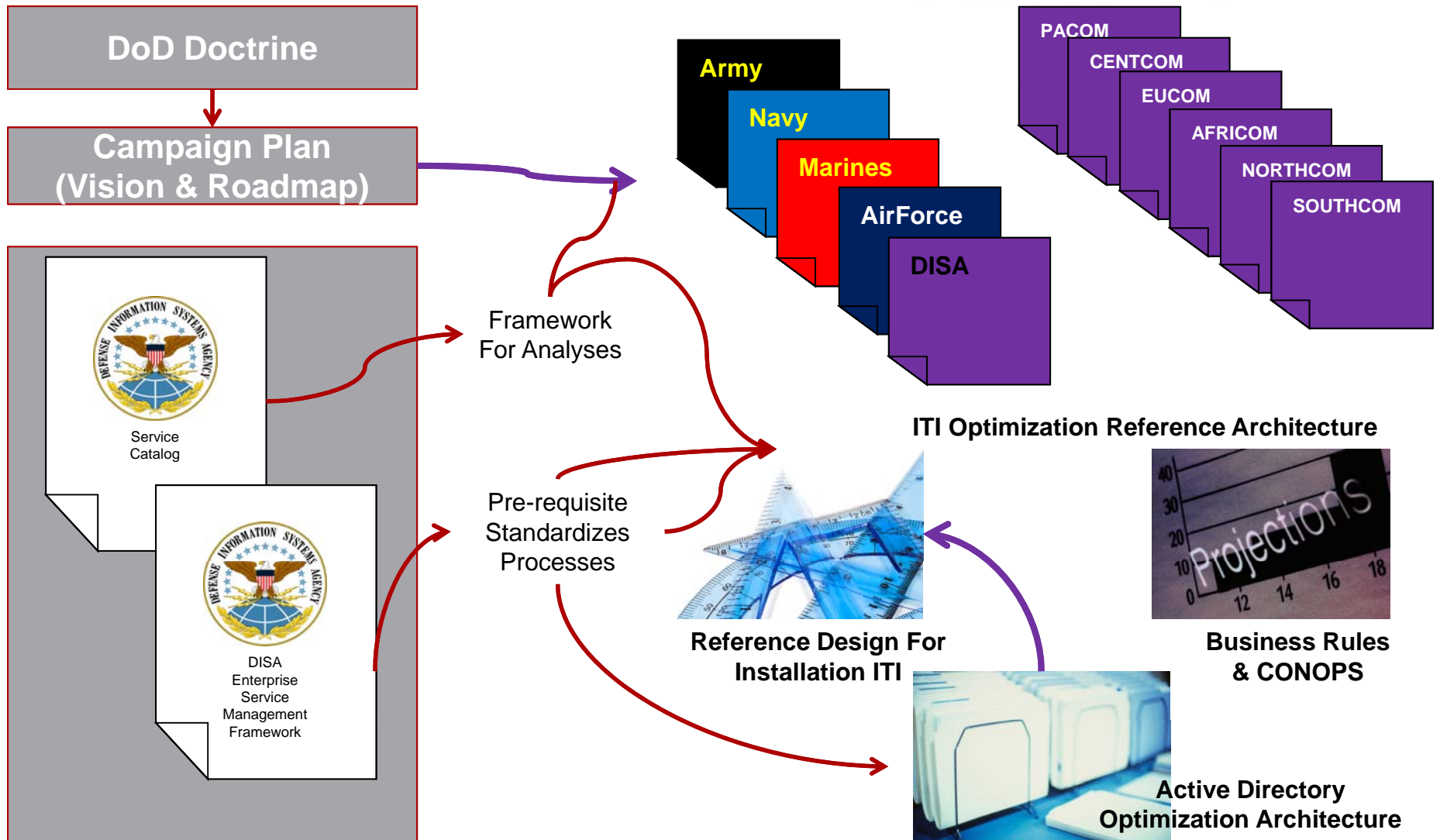
Operations Infrastructure
- Out of Band Management Network
- COP (no paper)
- EOC Design (no paper)
- CND and NetOps Sensor Data Collection and Storage

Change Eval; Change Management; Knowledge Management; Service Validation & Test; Release and Deploy; Transition Planning; Supplier Management; Asset Management; Configuration Management

Capacity Mgt.; Availability Mgt; Continuity Mgt.; Information Security Mgt; Design Coordination; Service Level Management; Research and Development; Engineering

Service Desk
Event Management
Access Management
Incident management
Problem management
Technical Management
Applications Management
IT Operations Management

DESMF STANDARDIZATION

IT Infrastructure Deliverable Interaction

DoD Doctrine

Campaign Plan (Vision & Roadmap)

Service Catalog

DISA Enterprise Service Management Framework

Framework For Analyses

Pre-requisite Standardizes Processes

Army

Navy

Marines

AirForce

DISA

PACOM

CENTCOM

EUCOM

AFRICOM

NORTHCOM

SOUTHCOM

ITI Optimization Reference Architecture

Reference Design For Installation ITI

Business Rules & CONOPS

Active Directory Optimization Architecture

How Will the DESMF be Managed?

- Open Source Document that is managed by the ITSMO
  - Cross sectional Open Source Feedback model that encourages maximum participation
  - Community of Practice support structure
  - https://east.esps.disa.mil/DISA/COP/ITSMO/Pages/Home.aspx
  - https://community.apan.org/esmf_consortium_working_groups/default.aspx
  - CC/S/A Process and Domain Owners provide general feedback on the framework requirements

- Refreshed Annually to incorporate industry best practice developments

- ESMF Consortium & Forum

- Refresh Cycle;
  - April – June
    - Comment Period and Suggestion Submissions
    - DESMF Working Group reviews and adopted recommendations
  - June DESMF WG Out Reporting Consortium Vote
  - June – Sept Open Source development of submissions being adopted
  - October-Nov Virtual Coordination and ratification
  - Nov New DESMF version released

How will it strengthen?

- Edition 2 pulls in the services (Navy, AF, Army, Marines) participation along with industry and DISA
- There should be editions created/updated/enhanced on annual basis - but our timeline is not concrete yet wrt specificity of months to activities
- Edition 2 highlights -
- Continued maturation of fusion between DESMF and ISO standards and DoD 5000, integration of other services process and reference models - keeping at FRAMEWORK elevation of WHAT not HOW
- DESMF relationship to other bodies of knowledge/practices/methodologies such as eTOM, DODAF, DOTMLPF, COBIT 5, NIST 800-53
- Support of JIE

ESMF Forums

- **Acquisitions in DESMF Working Group** will establish a strategy and recommended uses of DESMF for DoD IT acquisition requirements development.

- **Community of Practice Working Group**, using the DoD Enterprise Portal Service platform, will engage the DoD-wide process community in information sharing and connecting to peers; will focus on organization of CoP, ease of use, intuitive navigation, increasing the use of platform and disposition of content.

- **Consortium Planning Working Group** will work to provide pre and post strategic and tactical support during each bi-annual Enterprise Service Management Framework (ESMF) Consortium.

- Consortium Charter Working Group will work to outline the purpose, mission, vision, goals and objectives of the Enterprise Service Management Framework (ESMF) Consortium.

- **DESMF Working Group** will provide ongoing content enhancement to the DISA Enterprise Service Management Framework (DESMF); will determine/ manage DESMF Edition delivery; will manage content enhancement process; will establish direction for future content (Roadmap); will establish criteria for acceptance of new Editions and the Roadmap.

- **Policy Working Group** will provide input to the development of DoD wide policy for ITSM.

- **Terms and Definitions Working Group** will plan, oversee and execute the establishment of a single authoritative source for IT terms and definitions to be utilized DoD wide, and integrated with the existing DoD Glossary.

- ## ESMF Working Group
  - https://community.apan.org/esmf_consortium_working_groups/default.aspx

- SAVE THE DATE!
  DoD Enterprise Service Management Framework Forum
  November 19-20, 2013
  DISA Headquarters, Ft. Meade, MD

Thank you for attending this session.

Don't forget to complete the evaluation!