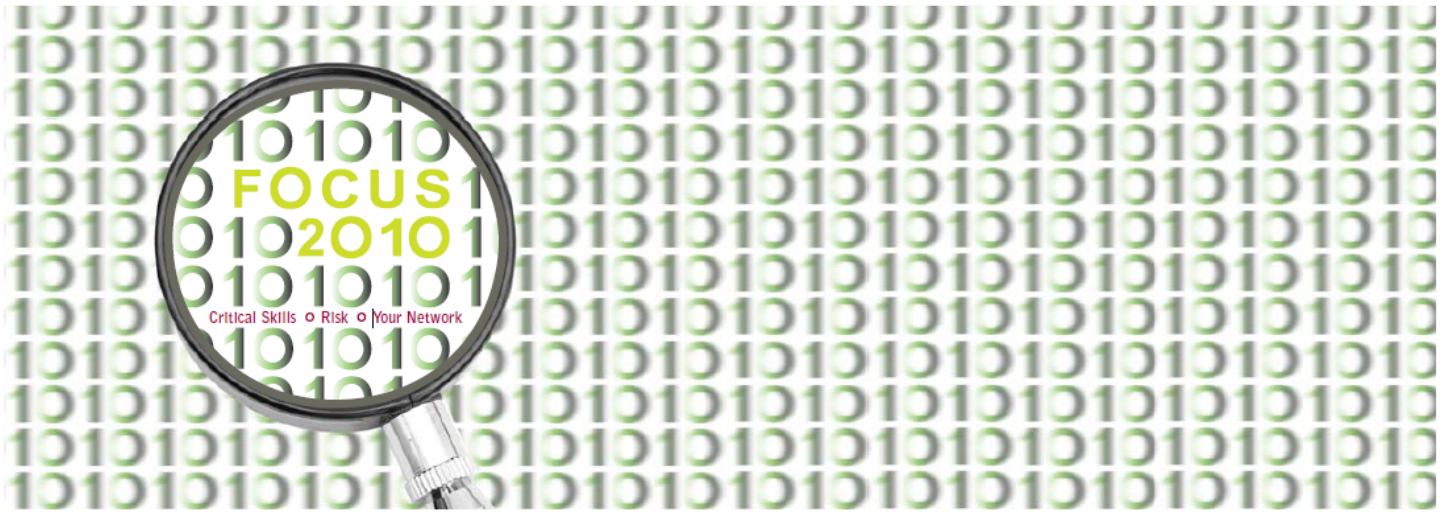


10th Annual SF ISACA Fall Conference

October 4 – 6, 2010



T22: Overview and Current Trends with ITIL

Michael Robinson, McKesson Corporation

Overview and Current Trends with ITIL[®]

Michael Robinson
McKesson Corporation



About the Speaker

Michael Robinson

Senior Director, Service Management for McKesson Corporation

- Michael brings over 16 years of experience in helping organizations to mature their processes and better leverage technology to meet their changing business needs
- Prior to McKesson, Michael was VP Professional Services for Third Sky, Inc., an IT Service Management consultancy.
- Michael's Service Management certifications include:
 - Certified ITIL[®] v3 Service Management Expert
 - ITIL[®] v3 Intermediate: Release, Control, and Validation
 - ITIL[®] v3 Intermediate: Service Offerings and Agreements
 - ITIL[®] v2 Service Manager

ITIL is a Registered Trade Mark, and a registered community Trade Mark of the Office of Government Commerce, and is Registered in the US Patent and Trademark Office. The trade mark symbol should be inferred wherever the term "ITIL" appears in these materials.



Agenda

- ITIL Version 3
 - Overview of the ITIL Service Lifecycle
 - How and why organizations are using the Service Lifecycle
 - ITIL & CMMI
- ISO/IEC 20000
 - Difference between ITIL certification and ISO/IEC 20000 certification
 - How and why organizations are choosing to pursue the ISO/IEC 20000 certification
- ITIL, COBIT and Internal Compliance
 - How and why organizations are leveraging both ITIL and COBIT
 - Examples of an integrated approach to IT Service Management improvements

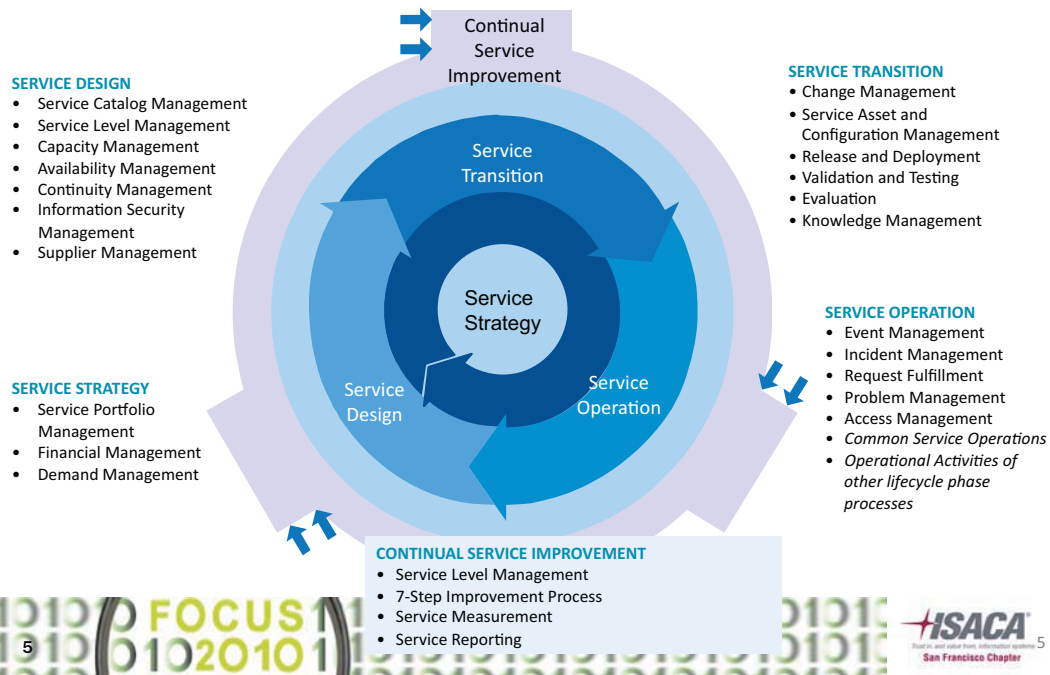


What is ITIL?

- ITIL = “**I**nformation **T**echnology **I**nfrastructure **L**ibrary”
 - A set of good practices and guidelines that define an integrated, process-based approach for managing information technology services
 - Built on good practices that were observed around the world and compiled by the British Government’s IT organization- formerly the Central Computer and Telecommunications Agency (CCTA), now the Office of Government Commerce (OGC)
- ITIL is a Framework, not a Methodology, that provides:
 - Good practice guidelines for a set of Service Management processes, and
 - A focus on the services that are delivered to the Service Provider’s customers
- Service Management is a set of specialized organizational capabilities for providing value to customers in the form of services.
- ITIL is about integrating the Service Provider with the needs of its business customers
 - Improving service quality
 - Decreasing the costs of Service delivery and support



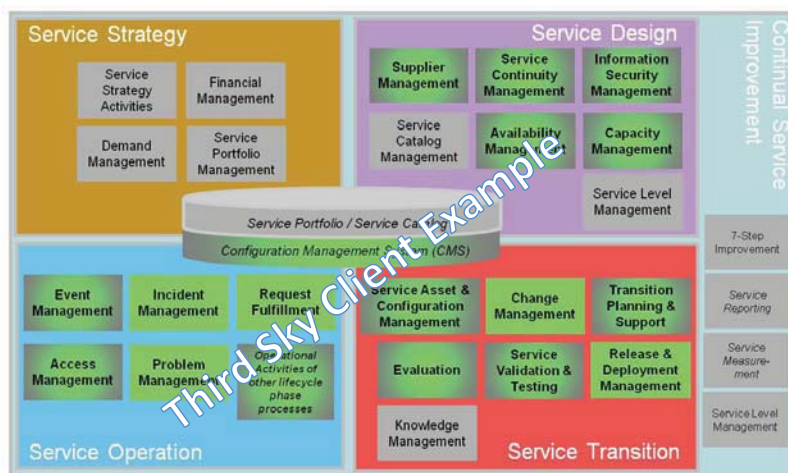
The ITIL Core: A Service Lifecycle



How and Why Organizations are using ITIL v3

- The “How”
 - “Adopt & Adapt”, rather than “Implement”
 - Align to the framework and use it as the basis for ongoing measurement of Key Performance Indicators (KPI)
 - Establish a roadmap of improvements in the context of the framework
- The “Why”
 - Speak a common language, internally and with partners and peers
 - Leverage guidance and standardized approaches drawn from good practices (seen in wide industry use)
 - Avoid “reinventing the wheel” – accelerate the improvement plan to discuss the core, not the context, of improvements
 - Holistic perspective – view service management through the entire lifecycle of services

Improvement Roadmaps: Examples of high-level visualization



N.B. ITIL processes are in bold text, key artifacts / activities are italicized

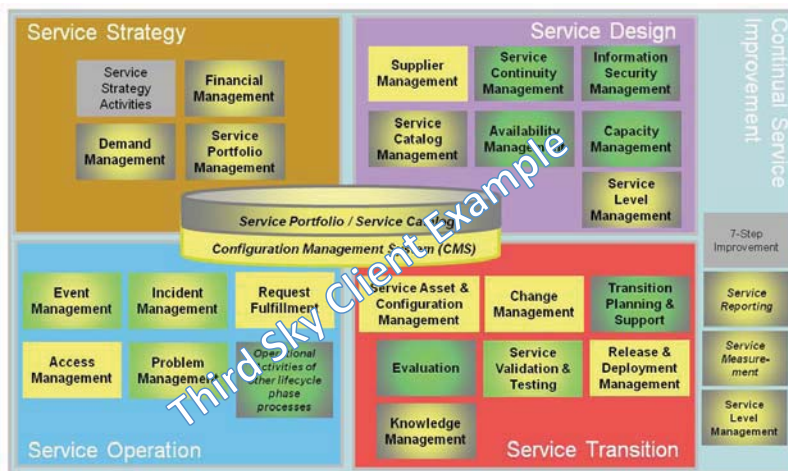
Current State
 Formal IT Service Management (ITSM) process
 Siloed process - immature or not integrated with ITSM
 Not yet a managed process



Source: Third Sky knowledge capital and client experience

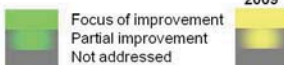


Improvement Roadmaps: Examples of high-level visualization



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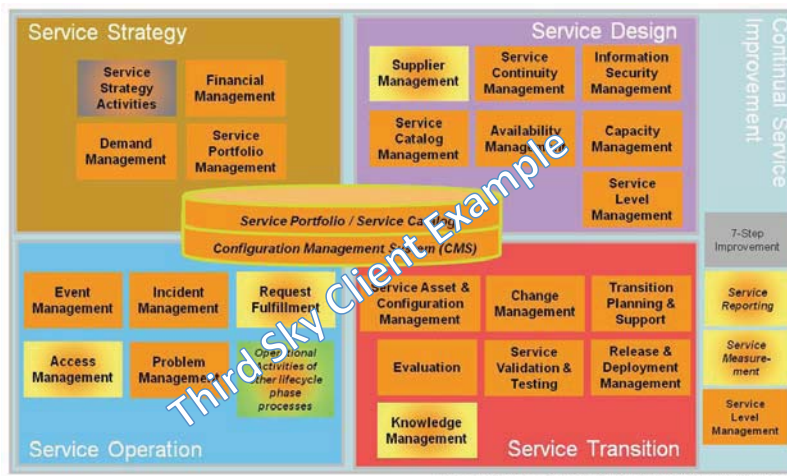
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Improvement Roadmaps: Examples of high-level visualization



Current State
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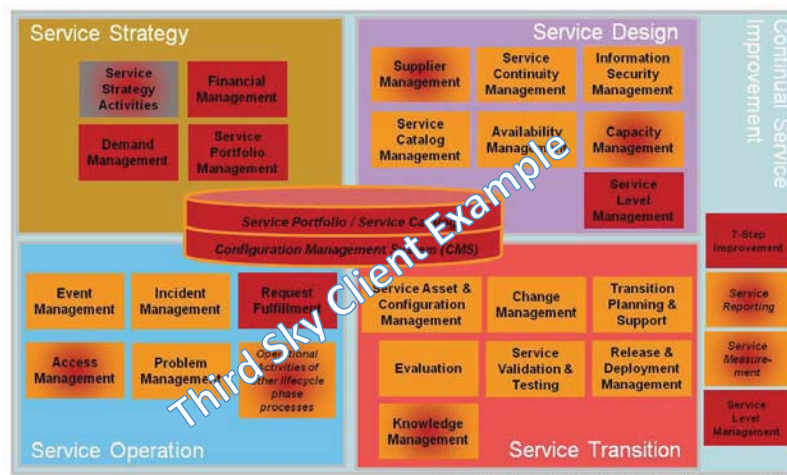
Focus of improvement
 Partial improvement
 Not addressed

2009 **2010**

Source: Third Sky knowledge capital and client experience



Improvement Roadmaps: Examples of high-level visualization



Current State
 Formal ITSM process
 Siloed process
 Not yet a managed process

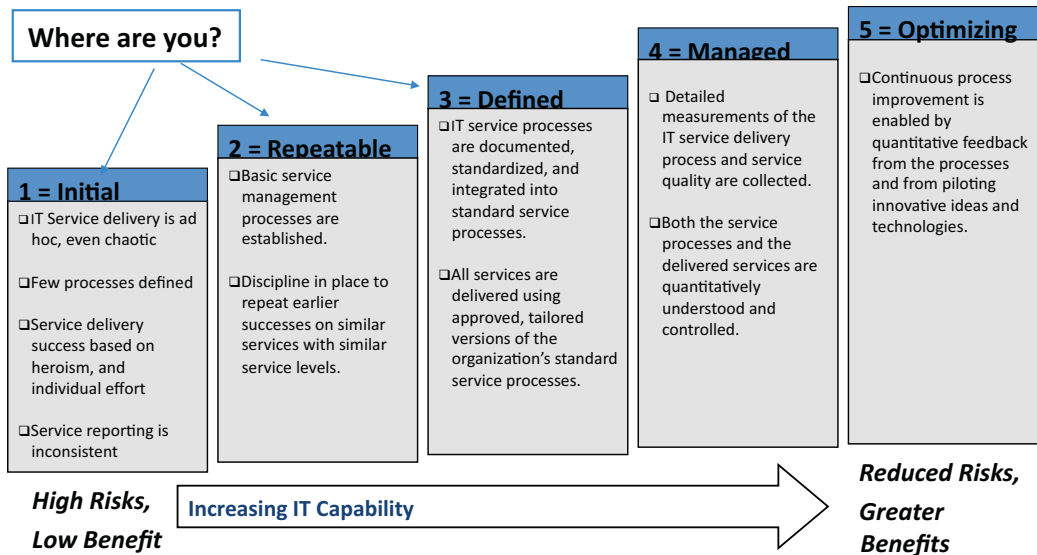
Focus of improvement
 Partial improvement
 Not addressed

2009 **2010** **2011**

Source: Third Sky knowledge capital and client experience



IT Service Capability Maturity Model

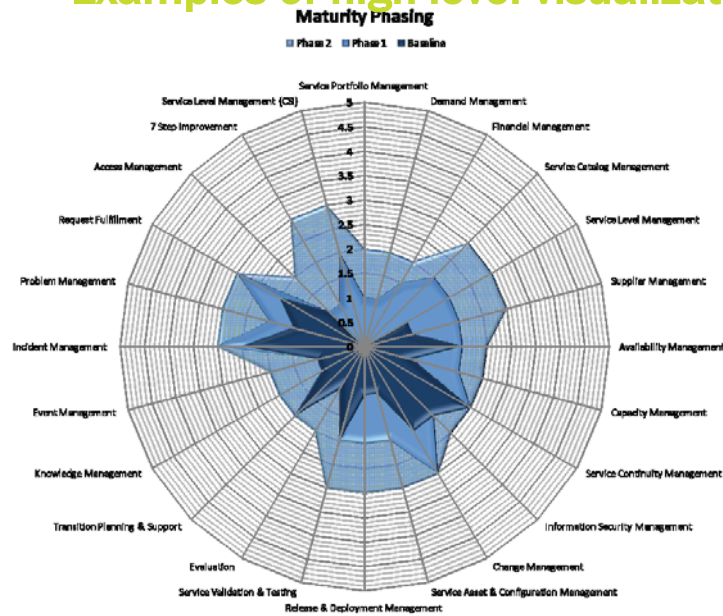


Source: Third Sky experience and "The IT Service Capability Maturity Model" by Frank Niessinka, Viktor Clerca, Ton Tjindinka, and Hans van Vliet



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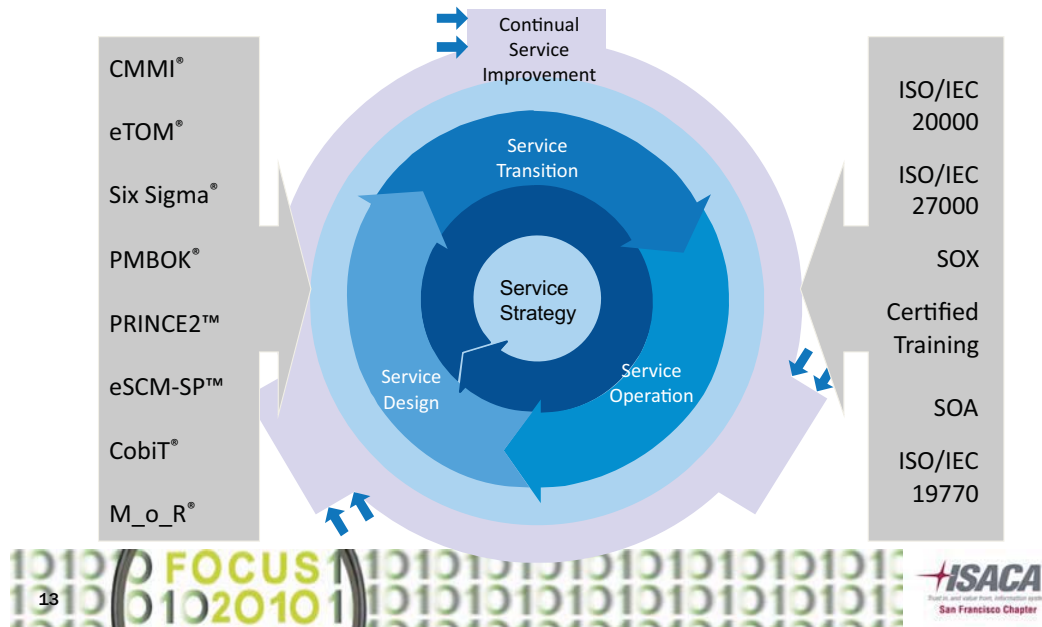
Improvement Roadmaps: Examples of high-level visualization



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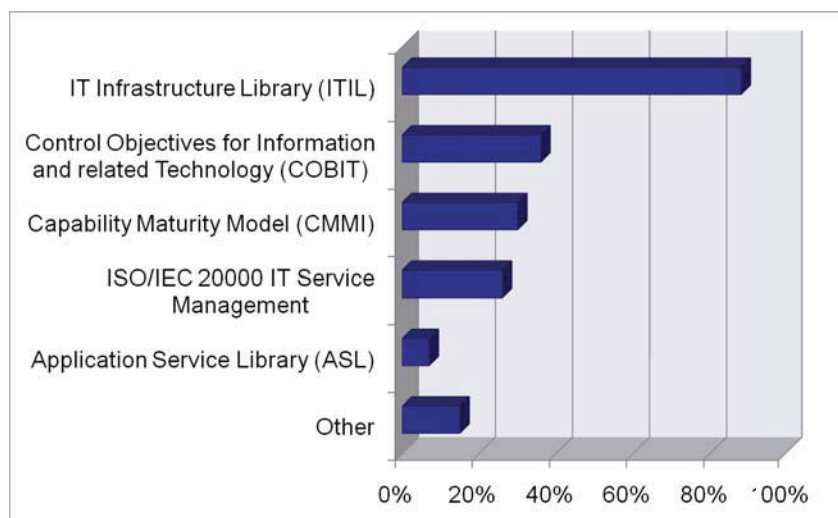
ITIL's integration with other frameworks

ITIL can be used in concert with other sources of good practice, including other frameworks and/or standards, to help organizations achieve their goals.



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What IT Service Management Frameworks are in use today?



Source: Aberdeen Group 2008



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Contrasting ITIL and ISO/IEC 20000

ITIL

- Used by organizations worldwide to establish and improve capabilities in Service Management.
- Can be adopted in whole or in part, per the needs of the organization.
- Offers a body of knowledge useful for achieving the ISO/IEC 20000 standard.
- Certification is for the individual

ISO/IEC 20000

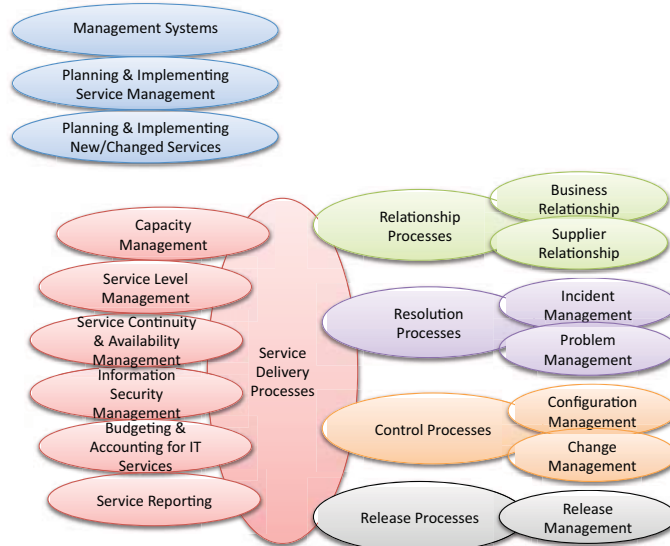
- Provides a formal and universal standard for organizations seeking to have their Service Management capabilities audited and certified.
- A standard to be achieved and maintained
- Certification is for an entire company
- Emphasizes a formal and structured IT governance model (echoing COBIT)
- References ISO/IEC 17799 (Information Security Management) as a compliance requirement.
- Underpins ISO 9000 for IT



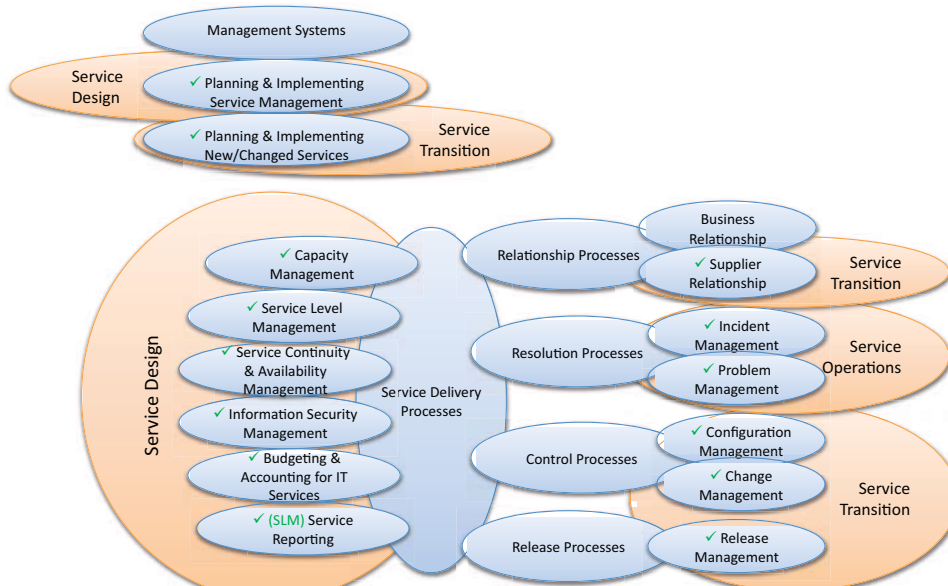
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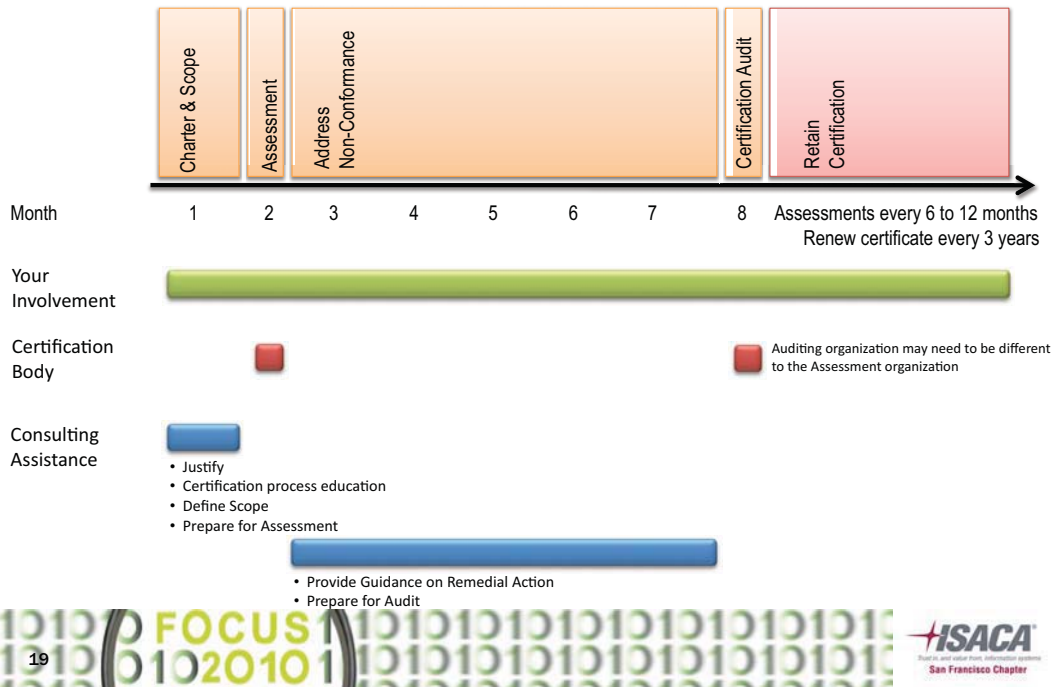
What is ISO/IEC 20000?



Mapping ISO/IEC 20000 to ITIL



Contrasting ITIL and ISO/IEC 20000



Why pursue ISO/IEC 20000 Certification?

When there is a need to....

- Provide assurance to internal customers
- Provide competitive differentiation to external customers
- Provide assurance within your own organization (IT) that you have met a global standard, not just leveraged guidance
- Enable “apples to apples” comparison with peers

Why not pursue ISO/IEC 20000 Certification?

When you have...

- No need for external differentiation or internal confidence-building via a “standard”
- An approach to adopt and adapt ITIL guidance over time (i.e. a roadmap of continual improvement), rather than pursuing an all-or-nothing achievement of a standard
- Budget / resource limitations



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Agenda

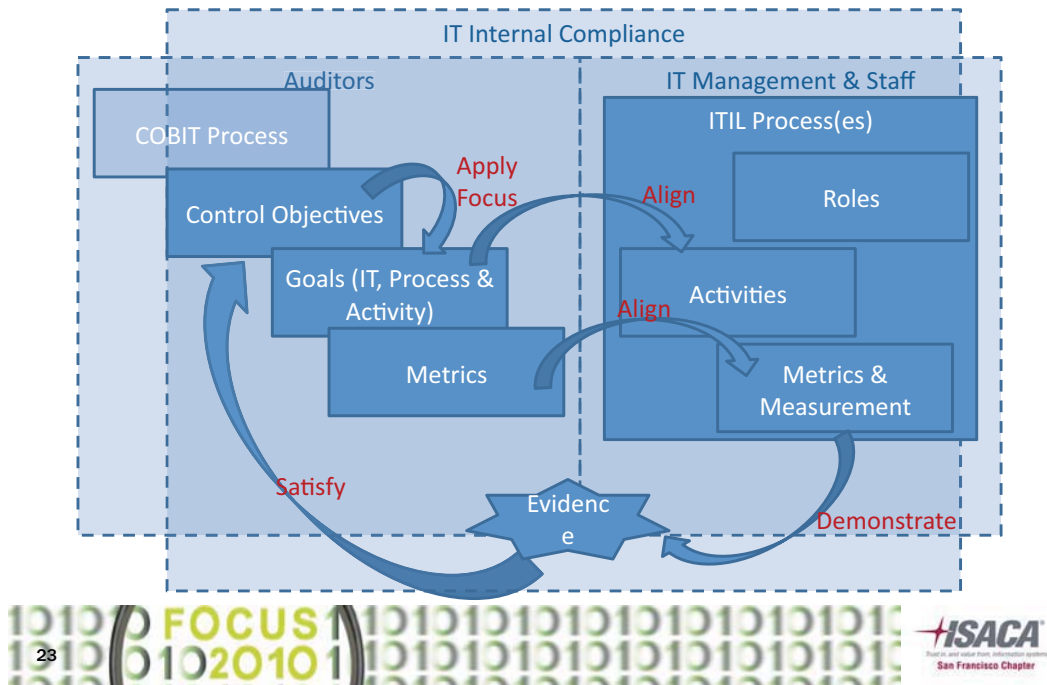
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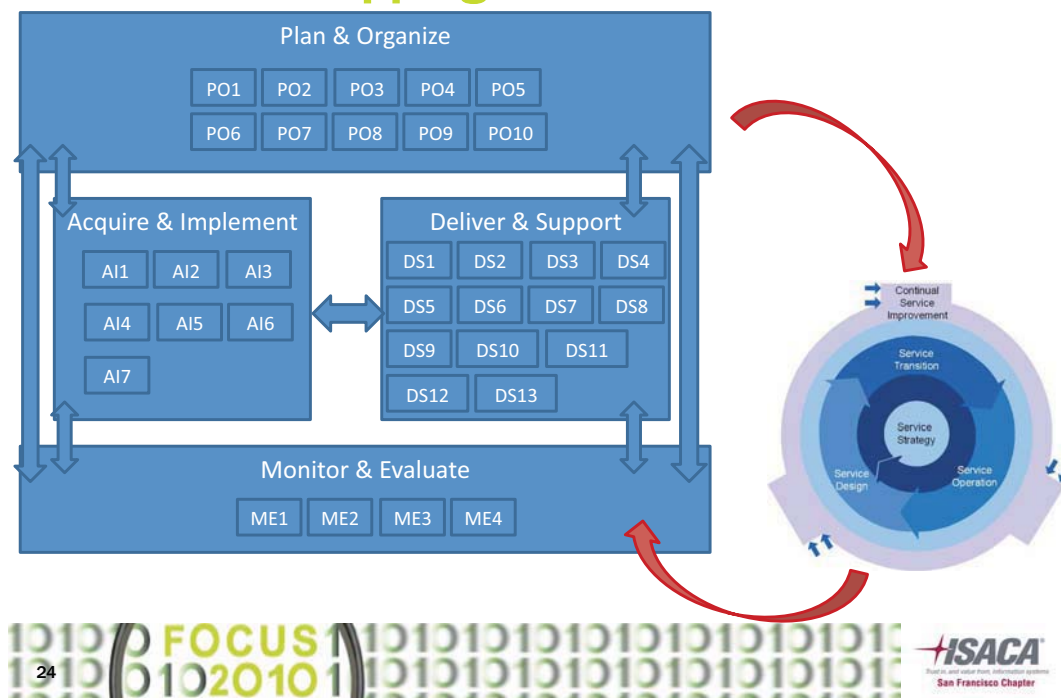
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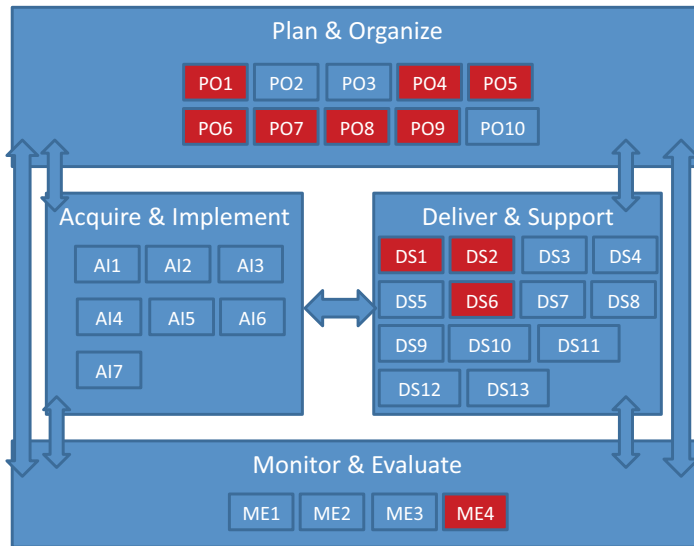
Leveraging ITIL & COBIT



Mapping COBIT to ITIL



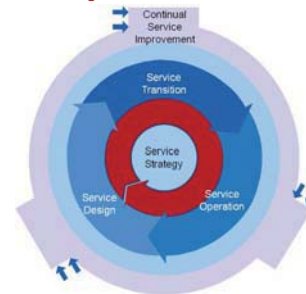
Key Mappings between ITIL & COBIT – Service Strategy



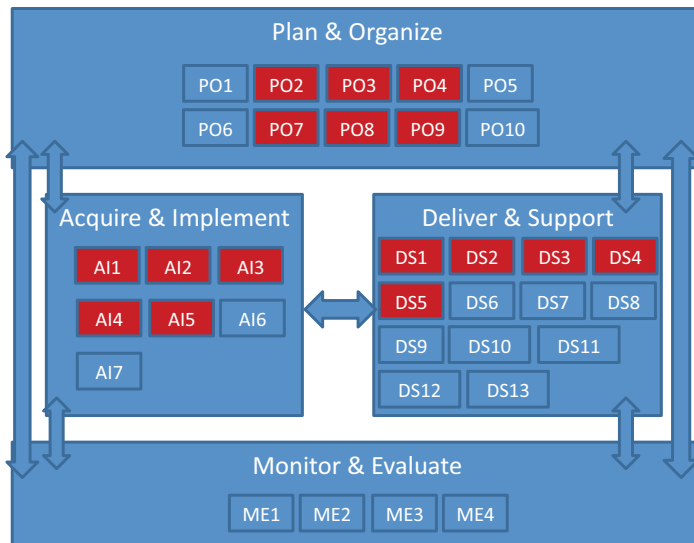
- PO1 Define a strategic IT plan.
- PO4 Define the IT processes, organization and relationships.
- PO5 Manage the IT investment.
- PO6 Communicate management aims and direction.
- PO7 Manage IT human resources.
- PO8 Manage quality.
- PO9 Assess and manage IT risks.

- DS1 Define and manage service levels.
- DS2 Manage third-party services.
- DS6 Identify and allocate costs.

- ME4 Provide IT governance.



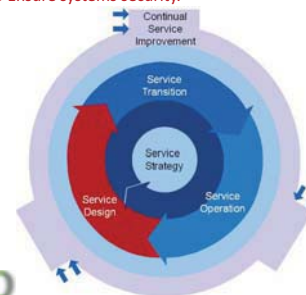
Key Mappings between ITIL & COBIT – Service Design



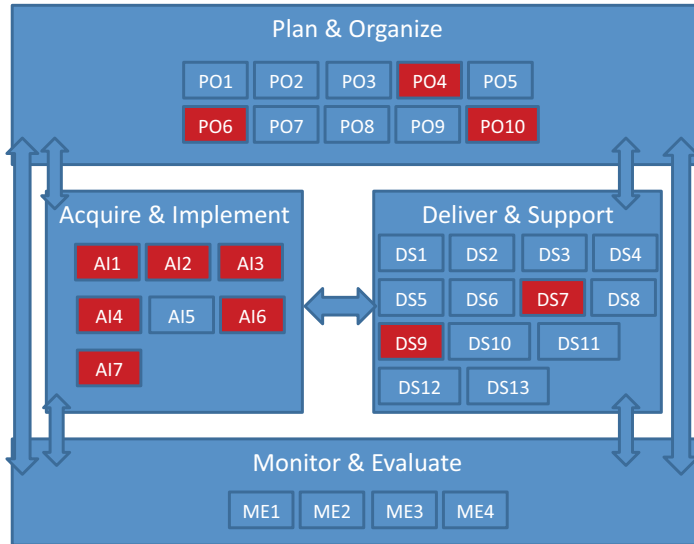
- PO2 Define the information architecture.
- PO3 Determine technological direction.
- PO4 Define the IT processes, organization and relationships.
- PO7 Manage IT human resources.
- PO8 Manage quality.
- PO9 Assess and manage IT risks.

- AI1 Identify automated solutions.
- AI2 Acquire and maintain application software.
- AI3 Acquire and maintain technology infrastructure.
- AI4 Enable operation and use.
- AI5 Procure IT resources.

- DS1 Define and manage service levels.
- DS2 Manage third-party services.
- DS3 Manage performance and capacity.
- DS4 Ensure continuous service.
- DS5 Ensure systems security.



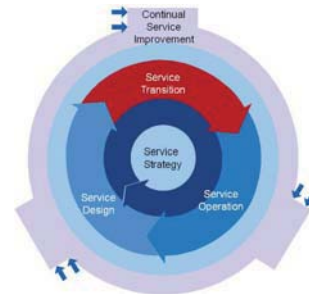
Key Mappings between ITIL & COBIT – Service Transition



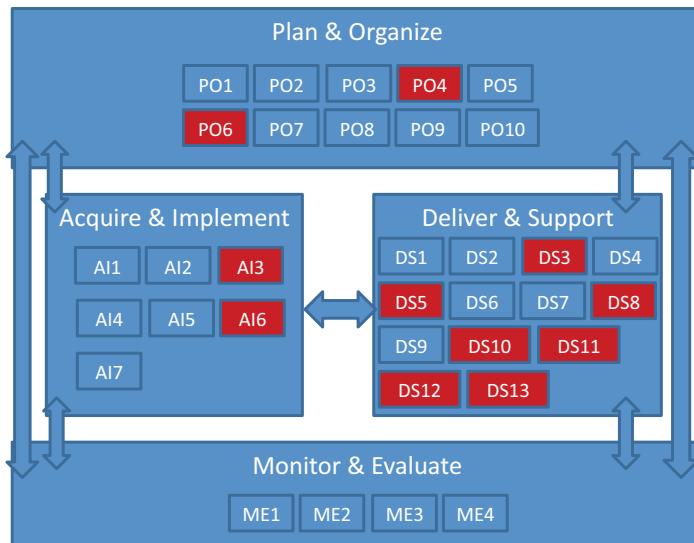
PO4 Define the IT processes, organization and relationships.
 PO6 Communicate management aims and direction.
 PO10 Manage projects.

AI1 Identify automated solutions.
 AI2 Acquire and maintain application software.
 AI3 Acquire and maintain technology infrastructure.
 AI4 Enable operation and use.
 AI6 Manage changes.
 AI7 Install and accredit solutions and changes.

DS7 Educate and train users.
 DS9 Manage the configuration.



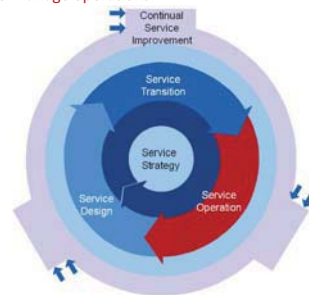
Key Mappings between ITIL & COBIT – Service Operation



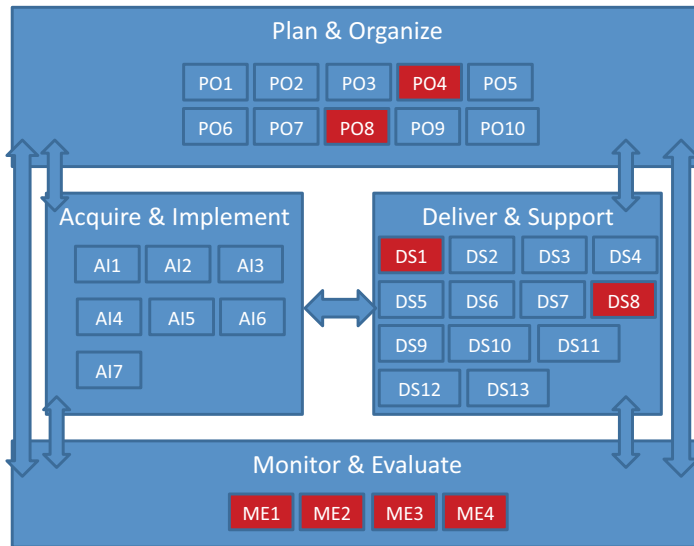
PO4 Define the IT processes, organization and relationships.
 PO6 Communicate management aims and direction.

AI3 Acquire and maintain technology infrastructure.
 AI6 Manage changes.

DS3 Manage performance and capacity.
 DS5 Ensure systems security.
 DS8 Manage service desk and incidents.
 DS10 Manage problems.
 DS11 Manage data.
 DS12 Manage the physical environment.
 DS13 Manage operations.



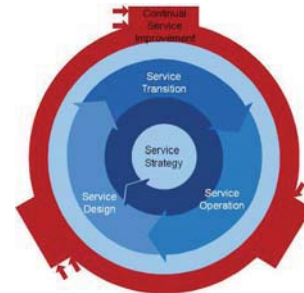
Key Mappings between ITIL & COBIT – Continual Service Improvement



PO4 Define the IT processes, organization and relationships.
PO8 Manage quality.

DS1 Define and manage service levels.
DS8 Manage service desk and incidents.

ME1 Monitor and evaluate IT performance.
ME2 Monitor and evaluate internal control.
ME3 Ensure compliance with external requirements.
ME4 Provide IT governance.



Embedding Control Objectives in IT Service Management Improvement Plans

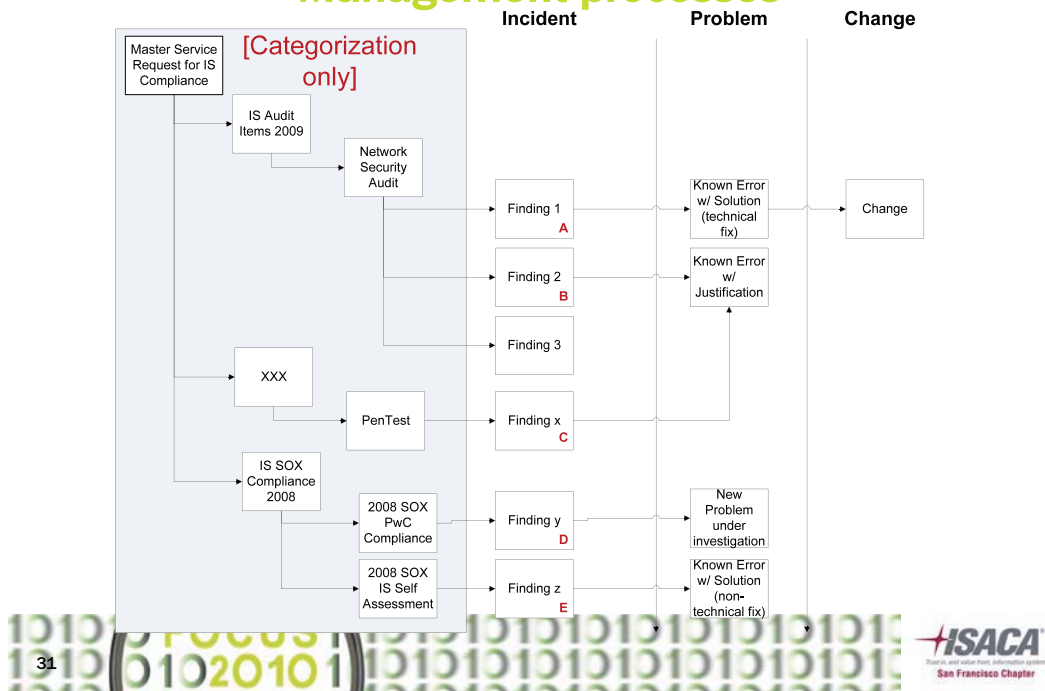
Acquire & Implement: AI7 - Install and Accredite Solutions and Changes

Control Objective	Focus	Related ITIL Process / Activities	Focus Activities	Evidence
<p>AI7.6 Testing of Changes Test changes independently in accordance with the defined test plan prior to migration to the operational environment. Ensure that the plan considers security and performance.</p>	<p>Independently testing changes prior to migration</p>	<p>Service Transition</p> <p>Release & Deployment Management</p> <ul style="list-style-type: none"> Service testing and pilots <p>Service Validation & Testing</p> <ul style="list-style-type: none"> Perform tests Evaluate exit criteria and report 	<p>Sign offs are provided to indicate that the results & level of testing is appropriate for the Change to be implemented to Production.</p>	<p>Sign offs are captured in the Change Management system</p>
<p>AI7.7 Final Acceptance Test Ensure that business process owners and IT stakeholders evaluate the outcome of the testing process as determined by the test plan. Remediate significant errors identified in the testing process, having completed the suite of tests identified in the test plan and any necessary regression tests. Following evaluation, approve promotion to production.</p>	<p>Business process owners and stakeholders evaluating outcome of testing</p>			

Example



Managing IT Compliance remediation using Service Management processes



Q&A

- Discussion
- Questions?