

IBM Global Technology Services

How to select a reference model for IT Governance



June 2008

© 2008 IBM Corporation

_		
 	_	

IT Quality system

 Quality, for who it provide IT services, is the degree of satisfaction achieved in an attempt to ensure customer expectations with limited availability of resources.





• Who provides services, to meet expectation, must maintain a relationship.

ĪBĀ

The relationship

 There are many types of "Demand" and consequently many types of "Proposal"... there are various "Relationship" to manage





_	

IT Quality system, constituents



To increase the quality of ICT services are needed:

Reference models

Conceptual, in order to obtain consent **Real**, in order to implement these systems (RRM – Real Reference Model)

Metrics to analyze the different levels of maturity

Roadmap





IT Governance Institute exists to assist enterprise leaders in their responsibility to ensure that IT is aligned with the business...

IBM Global Technology Services



IT Governance – Conceptual models



Business Applicazioni Infrastruttura Tecnica

COBIT® Is a registered trademark of Information Systems Audit and Control Association (ISACA) and IT Governance Institute



			_
	_		
			_
		in the second se	
	_	-	
_	100		

IT Maturity – Conceptual models





A real case

- one small business grows quickly and it would want to develop a better system quality...
- ...but the services are simple and the LOB requirements wouldn't support a complex organization...

Process or service paradigm based design? Which is the just choice?



Starting point – a service catalogue

- An engagement of ICT organizations re-engineering in a small industry starts from the service catalogue because:
 - Stakeholder are focused on it (they have felt some to speak...) and are distrustful about "complicate" model and methodology.
 - ICT employees haven't adequate culture to understand a process model; often they are ex computer technician and have an application oriented mindset. They haven't experience on strategic-tactical approaches.
 - ICT Managers are not adequately supported by the ownership (that is distrustful about ICT value contribution at business).
 - About EFQM Maturity model, often the industries can be catalogued at "product level", in which they are focused on activity and it's delivery, not on a process. So the ICT perception to meet customer requirements is "effectiveness" oriented.
 - The Business agility is obtained also through re-engineering of ICT assets, that presents much less inertia of medium-huge industries.



Focus on Business purpose!

 So an engagement of ICT organizations re-engineering in a small industry usually become a Small Industry Service Management Engagement - SISME

	_	
		_
	_	
	_	
	100	

"core" and support services

- The first phase for approaching a Small Industry Service Management Engagement (SISME) is identify the "core" services that satisfy the business needs.
 - 1. Decline ICT assets directly perceived or consumed by the Customer ("Customer Asset")
 - 2. Define the expected results and current limits or constraints to be removed from Customer Asset
 - 3. Identify Customer Assets improvement and define ICT "**core services**" to support Business needs.
- The second phase aims to individuate the services that support "core services" (operational and tactical services).
- Both the phases aims to individuate the element of "quality system" (and, consequently, the ICT improvement initiatives to activate!).
- The third phase individuate the first initiative to adopt (that can became e roadmap to "quality system"); usually the small industry aims to adopt organizational measure...



A service is like a organizational-in-microcosm. It offers business services to its customer.



A service like a organizational components:

 Has discrete boundaries, defined by the business services that it offers and the business services it uses.

 Includes the resources, people, technology, and know-how necessary to deliver some value.

 Is black box in that the users don't need to see the business activities that are inside.

- Provides logical interfaces.

 Can have attributes, such as cost, revenue, importance to the business, etc.

Is consistent with the standard usage of system component and software component



Services – identifications (by value contribution)

- The value supplied by the ICT organization is related to the perceived quality of Customer Asset managed by ICT.
- Services are identified classifying services that directly handle the c. assets and services that support them





Services – the element

- The elements of each services are:
 - Activities (list, artifacts...)
 - Infrastructure (data, environment...)
 - Applications
 - Controls (accountability...) and Metrics (performance and targets)
 - Interfaces (Access, Security, Usability...)
 - Management practices (RACI, behavior ...)
- During a Small Industry Service Management Engagement the element of each service is put in evidence; the increased ICT awareness allow us to let them focus on the supporting activities, capabilities, roles, solution pattern, practices, and mindset ("controls? no thanks...").
- ... and the change **initiatives** to modify it and build a Services portfolio!



Services – Design

Some models of ICT to drive the design of services...



- ITIL is one of the most used Real Reference Model (RRM).
- ITIL V3 has been distributed in summer 2007, that however preserves the model described in version ITIL V2.



SISME Engagement process

- The engagement process become:
 - Phase 1: (By comparison with the reference model...) identify the existent (AsIs) or necessary (ToBe) "core" services. They are those who justify the initiative. The focus is:

Value = improved outcome (and eliminated constraints)

Phase 2: (By comparison with the reference model...) identify the internal support services. The focus is:

Value = Utility * Warranty

Phase 3: (Using the reference model...) identify and design the necessary service constituents.



First phase – map the activities



- To guide the assessment that identifies services, we can use the family processes of PRM-IT model (ITIL extended).
- This because conceptual link from services to processes are the Activities:
 - A service is a business oriented construct to develop value from ICT to ICT customer (see the service elements). It plays activities to manage a "customer relation" and preserve the reciprocal satisfaction.
 - A process is a "technical" construct to manage the sequence of activities and the resource necessary to produce specific deliverable.
- Many of the activities of "core" services usually can be found between those of the processes PRM-IT.
 Process One Process Two Process Three





Matrix of the correspondences

- So we can valorize a "matrix of the correspondences".
- During the employed interview the "core" services was associated (through the common activities...) with the relevant RRM process.

	J. J.	Soluti	on deplo	oyment		IT	Operatio	onal servi	ices		-	IT Res	ilience		IT A	dministra	tion
	5,1	Change Mgt	5.2 Release Mgt	5.3 Cottig. Mgt	6.1 Service execution	6.2 Data Mgt	6.3 Event Mgt	6.4 User contact Mgt	6.5 Incident Mgt	6.6 Problem Mgt	7.1 Compliance Mgt	7.2 Security Mgt	7.3 Availability Mgt	7.6 Continuity Mgt	8.2 Asset Mgt	8.3 Supplier Relationship Mgt	8.4 Service price and contract Mot
Maintenar service	nce																
Desk Side Support service	e III					31 2 5-											2
IMAC ser	vice																
Material acquisition service	n					P											2
Operation business continuity service	ial								×			2 15					ù
csc																	
F	- ully rec	cognize	ed functio	onalities;				Weakly	recognize	ed functio	nalities;		LC.	Ma	, rginally rec	ognized fu	nctionaliti

Relevant Process



Activities recognized

- Fully recognized activities; during the employed interview the "core" services was fully associated with the description of RRM process. In particular have matched:
 - Focus and prospective
 - Expected outcomes
 - Customer and stakeholder involved
 - Fundamental resources
- Weakly recognized functionalities; not all previous issues have had a positive assessment.
- Marginally recognized functionalities; only few previous issues have had a positive assessment.



The elements of "core" services can be individuated from RRM

- In case the service match "Fully" with the activities of the process we can adopt process elements as service constituents.
- In case this match is marginally recognized, they can be used like base in order to redesign them.

	Solution deployment			IT Operational services							IT Res	ilience		IT Administration		
	5.1 Change Mgt	5.2 Release Mgt	5.3 Config. Mgt	6.1 Service execution	6.2 Data Mgt	6.3 Event Mgt	6.4 User contact Mgt	6.5 Incident Mgt	6.6 Problem Mgt	ce Mgt	7.2 Security Mgt	7.3 Avaliabilit y Mgt	7.6 Continuity Mgt		Asset Mat	8.4 Service
Servizio di Manutenzione					= Act											
Servizio Desk Side Support						= R	ole 1									
Servizi IMAC								spons ols	IDIIITIE	es -						
Servizio di acquisizione materiale					= Act		► Da	ta rd Ski	lle						Act 1	
Servizio di Business Continuity (Continuità								ft Skill	S						Act 3	
Operativa)				\ \ 		= R (ole 2 ► Re	spons	ibilitie	s					• Act 4 • Act 5	
		<u> </u>	1	<u> </u>	· · · · · · · · · · · · · · · · · · ·		 ► Too ► Dat ► Ha ► Soft 	ols ta rd Ski ft Skill	lls	-		<u> </u>	<u> </u>		• Act 6	
and the second s						= R	oleN	etc	3						© 2008 IB	SM C

Matrix of the correspondences





When the same activities are common at the "core" services, we can build a new service; this is a "service support".



Third phase – identify and design elements

- Identify "core" support services Identify and design elements
- The activities individuated through the Matrix of correspondences are exploded to define the services constituents.
- Through a small tools we can select the constituents (proposed from the RRM)



Activities (process)



Initiatives – assign the roles

- Typically, the first initiatives are organizational.
- Through a small tools we can mapped the emerging roles to the employee.



Initiatives – individuate the guideline



 Observing the "Matrix of correspondences" the ICT manager can individuate the directives of investment... typically from exclusively operating activities to a fair balance with support activities (tactics).





Conclusion

- It is necessary to select a "Real" Reference Model that covers many constituents of conceptual Model Reference; with a large "scope" and an exhaustive "deep"
- We have touched several areas of a small ICT organization by providing constructs derived from a consolidated reference model



 Giovanni (CIO SMB xxx) - ... The ICT have played ...an important role in the research to find a new modality to improve the sales and delivery processes.



Nestore Paolo Fantuzzi

IBM IT Strategy & Architecture consultant – ITIL V3 and SOA certified paolo_fantuzzi@it.ibm.com www.pfantuzzi.it



Спасибо







நன்றி











Gracias

Korear

ありがとうございました

Jananese