Best Practices: ITIL & CobiT

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Session Plan

- Introduction
- Why Best Practice
- Planning Context
- Service Management
- First Steps

What's the Problem?

- Employ best practices
- Too many opportunities
- Focus on most important
- Must pick the context
  - Help Desk; Service Performance; Service Planning; IT Planning; Business Planning
- No analysis paralysis

Best Practices

- Pro: Known to cover the territory
- Con: Can impose high overhead
  - Use sensible implementation

- Benefit for IT Professionals
- Benefit for organizations

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IT Professionals

- Trustworthiness is critical
  - Trustworthy intentions
  - Trustworthy competence
- Intentions: Client comes first
- Competence: Best Practice
  - Aware of established best practices
  - Rational decision about employment
  - Sensible implementation approach

Organizations

- Access to skilled professionals
- Access to knowledgeable suppliers
- Improved working relationships
  - Buyers, sellers, partners
- M & A greatly simplified
  - Compatible processes key

What's Different

- 1990 ~
  - Best Practices limited application
  - Focused too much on "how"
- 2010 ~
  - Broad Best Practice coverage
  - Focused more on "what"
    - Sensible application expected

2010 Bottom Line

- Before acting, consider Best Practices
- Multiple Sources for Best Practices
- Three levels:
  - Guidelines – optional use (common)
  - Recommendation – must consider
  - Requirements – strong default (rare)

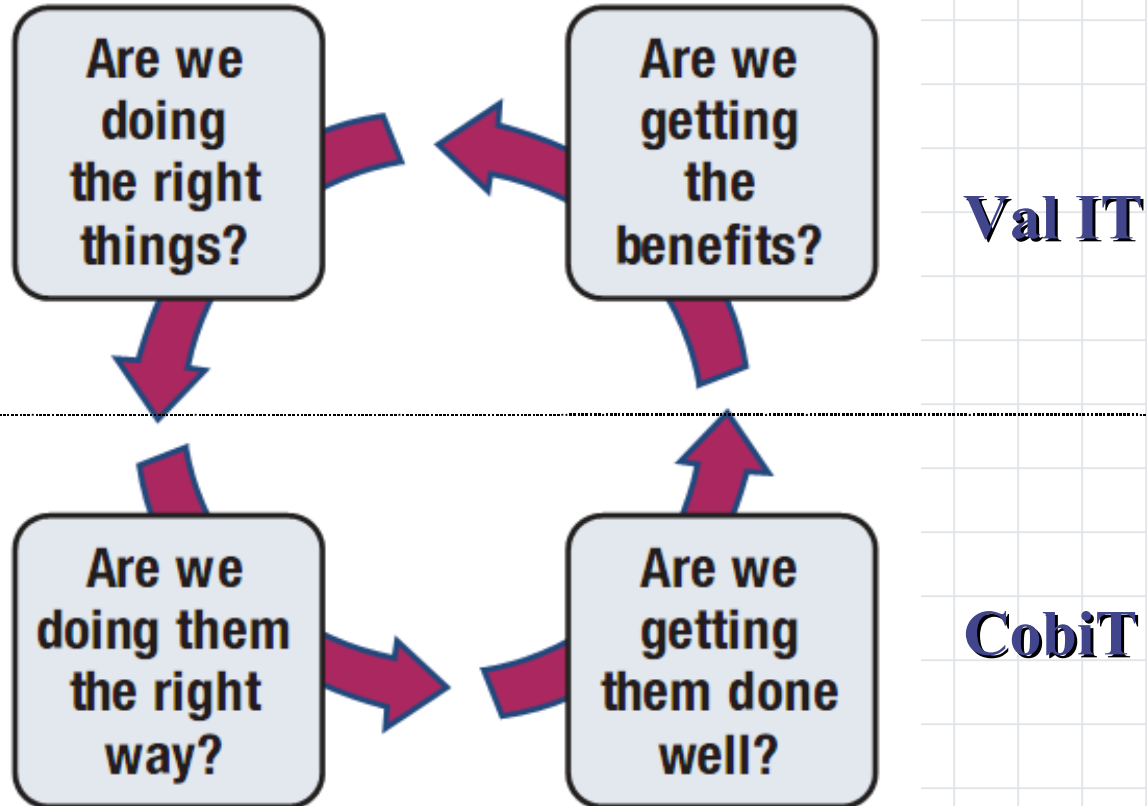# Planning Context

- How much breadth & depth?
  - Business Value/Risk trade-off
  - IT Process trade-off
  - Service Management trade-off
  - Security, Help Desk, etc. Trade-off
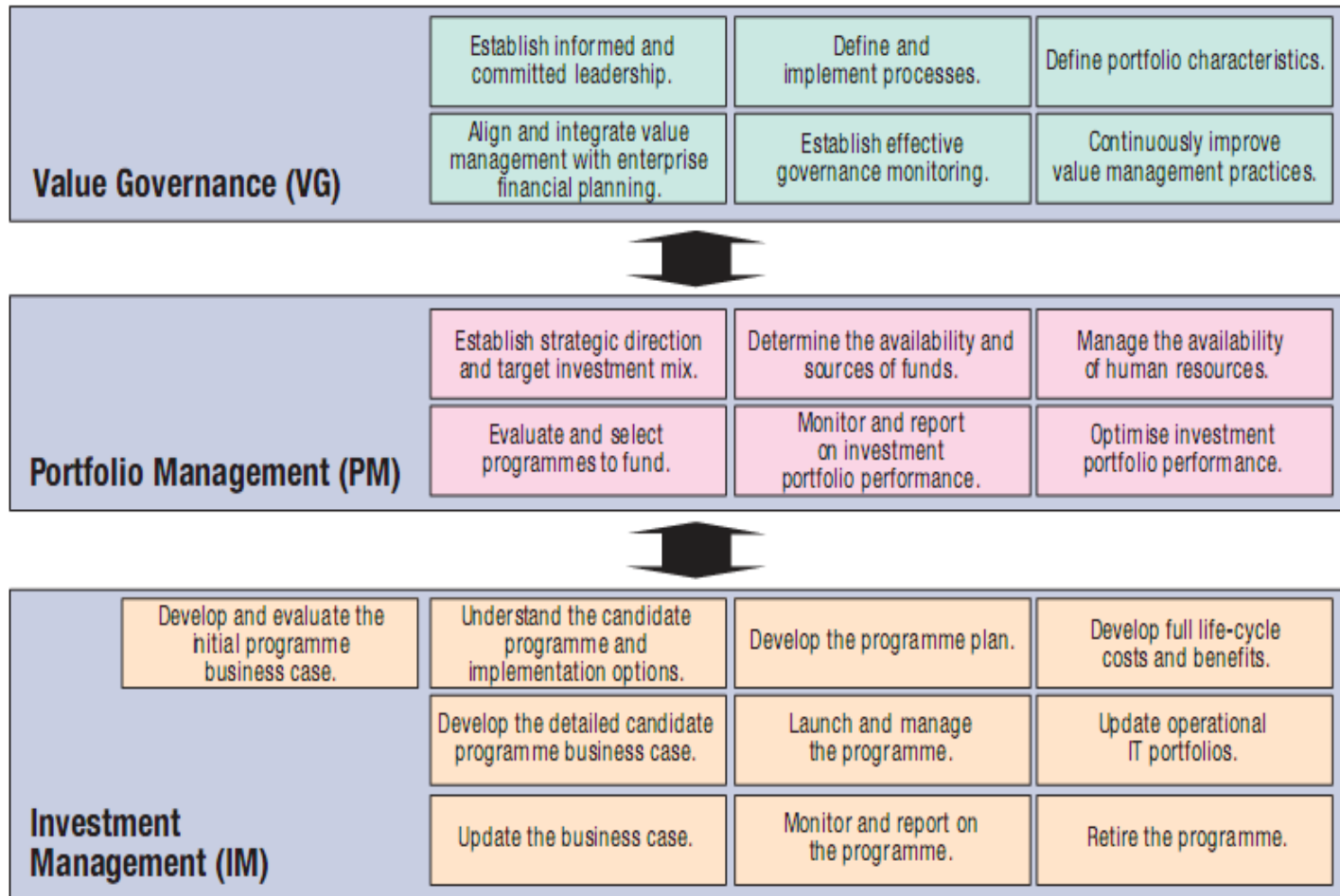- Pick Best Practice framework providing appropriate breadth & depth

My Focus Today

- IT Governance Institute
  - Val IT & Risk IT
  - CobiT
- ITIL (Office of Government Commerce)
  - ITIL v.3
  - ITIL v.2

Val IT

Val IT Framework

Value Governance (VG)			
	Establish informed and committed leadership.	Define and implement processes.	Define portfolio characteristics.
	Align and integrate value management with enterprise financial planning.	Establish effective governance monitoring.	Continuously improve value management practices.

Portfolio Management (PM)			
	Establish strategic direction and target investment mix.	Determine the availability and sources of funds.	Manage the availability of human resources.
	Evaluate and select programmes to fund.	Monitor and report on investment portfolio performance.	Optimise investment portfolio performance.

Investment Management (IM)				
	Develop and evaluate the initial programme business case.	Understand the candidate programme and implementation options.	Develop the programme plan.	Develop full life-cycle costs and benefits.
		Develop the detailed candidate programme business case.	Launch and manage the programme.	Update operational IT portfolios.
		Update the business case.	Monitor and report on the programme.	Retire the programme.

Value Not Enough

- It's not just getting maximum value
- It's also taking appropriate levels and kinds of risk
  - Especially today, failure to understand risk and appropriately respond is unacceptable
- Risk is the other side of Value

ITGI Balance

IT as Value Inhibitor or Destructor

IT Risk

- Adverse IT related events destroying value
- Unrealised or reduced business value through IT
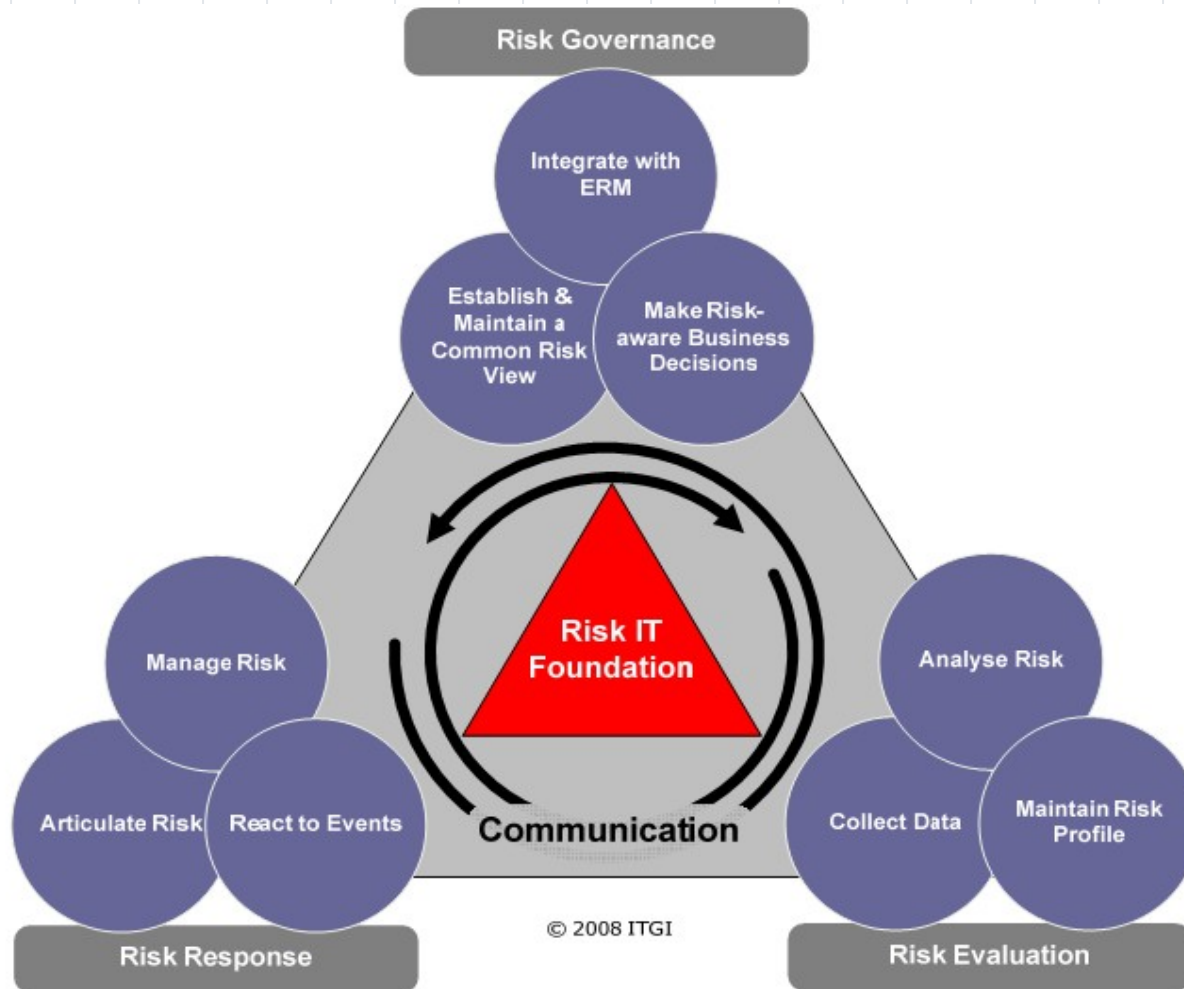- Missed IT assisted business opportunities

IT Opportunity

- Identify new business opportunities through use of IT
- Enhance business value through optimal use of IT capabilities

IT as Value Enabler

ITGI Risk

Risk Governance

Integrate with ERM

Establish & Maintain a Common Risk View

Make Risk-aware Business Decisions

Risk IT Foundation

Communication

Manage Risk

Analyse Risk

Articulate Risk

React to Events

Collect Data

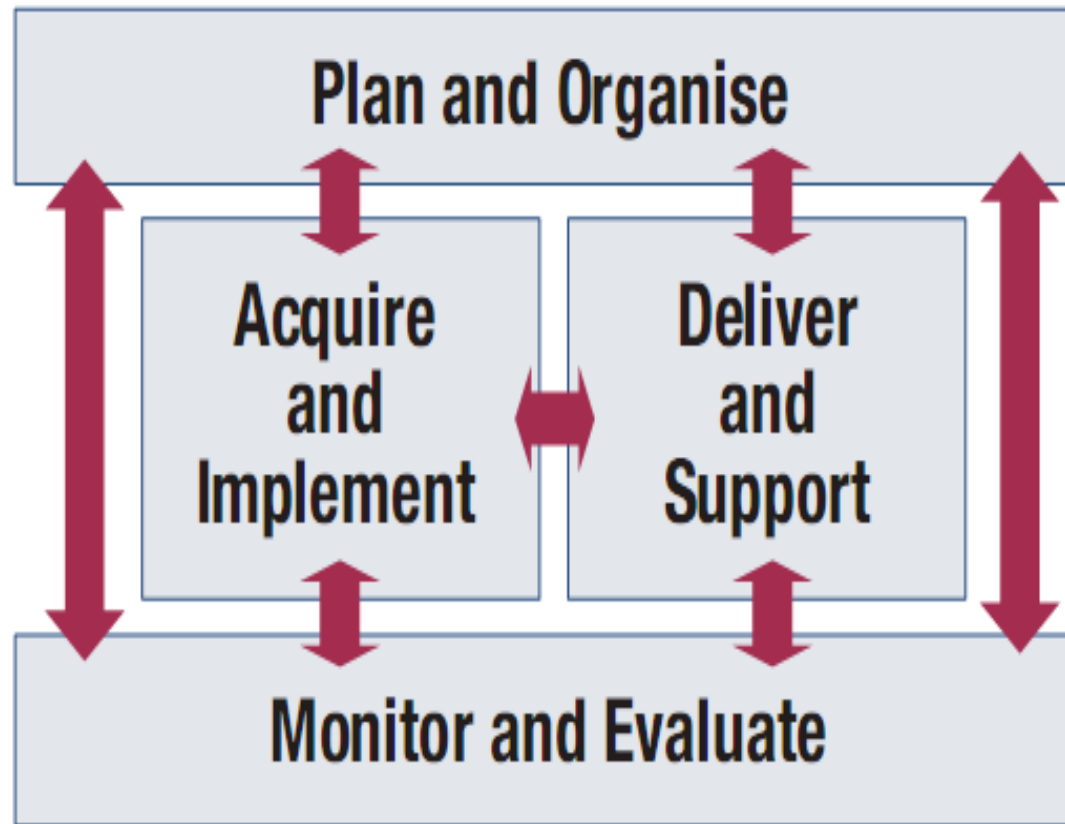Maintain Risk Profile

Risk Response

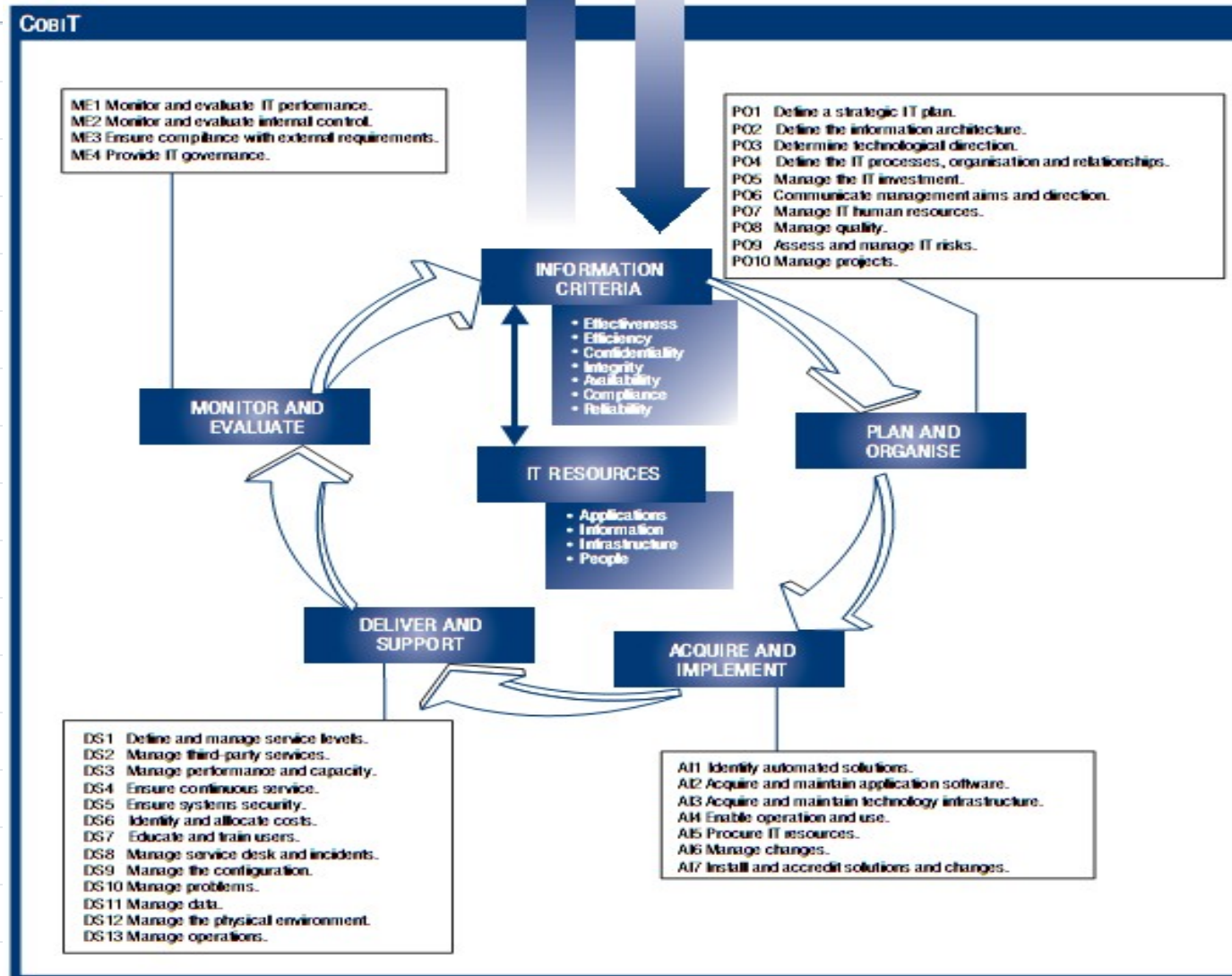Risk Evaluation

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Next Level Down

- Which internal improvements will produce the best bang for the buck?
- Consider everything IT does
  - What's most important to success?
  - How much improvement is needed?
  - Where should limited resources go?
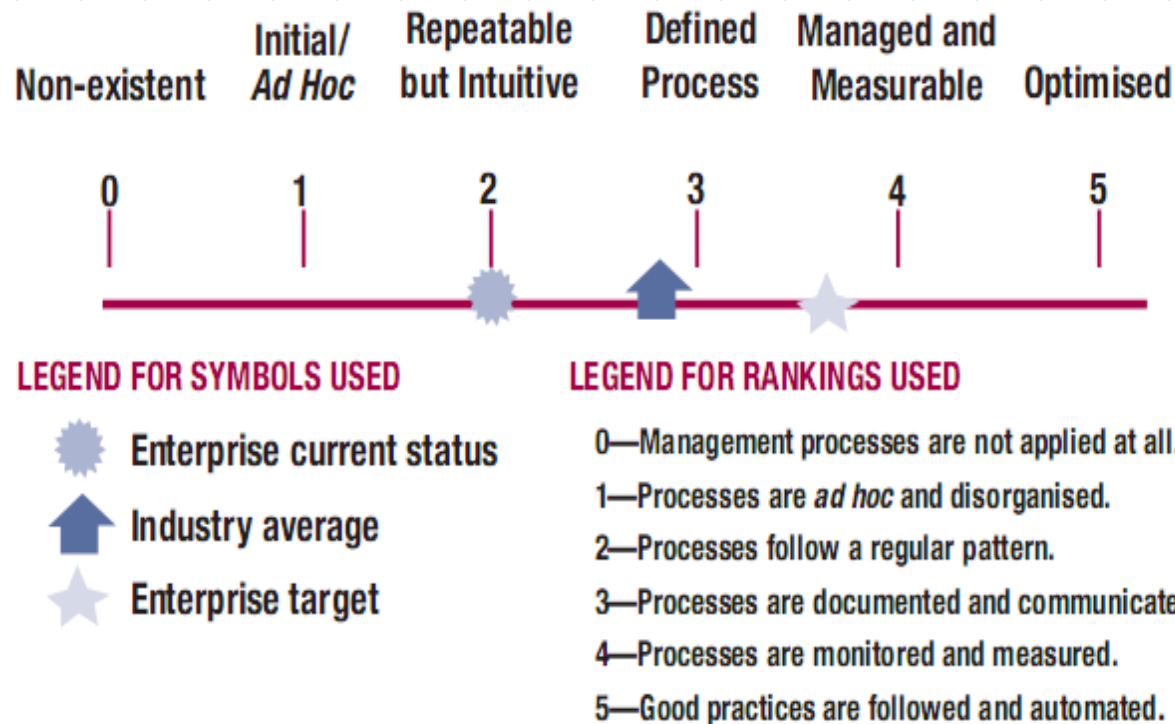
4 CobiT Domains

Full CobiT Picture

CobiT

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

PO1 Define a strategic IT plan.
PO2 Define the information architecture.
PO3 Determine technological direction.
PO4 Define the IT processes, organisation 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.
PO10 Manage projects.

INFORMATION CRITERIA
- Effectiveness
- Efficiency
- Confidentiality
- Integrity
- Availability
- Compliance
- Reliability

MONITOR AND EVALUATE

PLAN AND ORGANISE

IT RESOURCES
- Applications
- Information
- Infrastructure
- People

DELIVER AND SUPPORT

ACQUIRE AND IMPLEMENT

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.

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.
AI6 Manage changes.
AI7 Install and accredit solutions and changes.

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Plan & Organize

PO1 Define a strategic IT plan.
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PLAN AND
ORGANISE

34 Process Maturity Models

Non-existent | Initial/ *Ad Hoc* | Repeatable but Intuitive | Defined Process | Managed and Measurable | Optimised
0 | 1 | 2 | 3 | 4 | 5

LEGEND FOR SYMBOLS USED

- Enterprise current status
- Industry average
- Enterprise target

LEGEND FOR RANKINGS USED

0—Management processes are not applied at all.
1—Processes are *ad hoc* and disorganised.
2—Processes follow a regular pattern.
3—Processes are documented and communicated.
4—Processes are monitored and measured.
5—Good practices are followed and automated.

Internal Planning, Step One

- How important is each CobiT process to achieving business objectives?

- How mature is each process today?

- How mature does each process need to be within 12 months?

- Concentrate on the most important 6 to 12 processes

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CobiT is High Level

- Where to look for more detailed best practices?
- CobiT provides a mapping from its framework down to a baker's dozen of more detailed frameworks
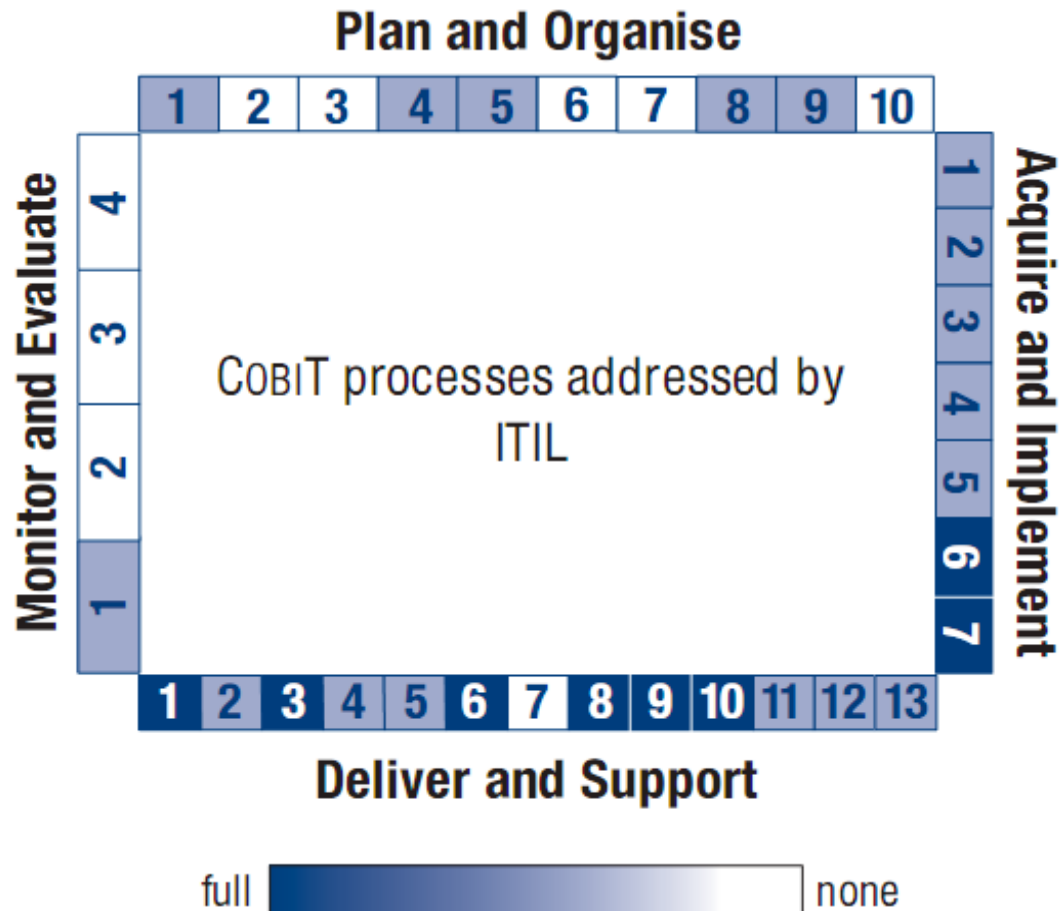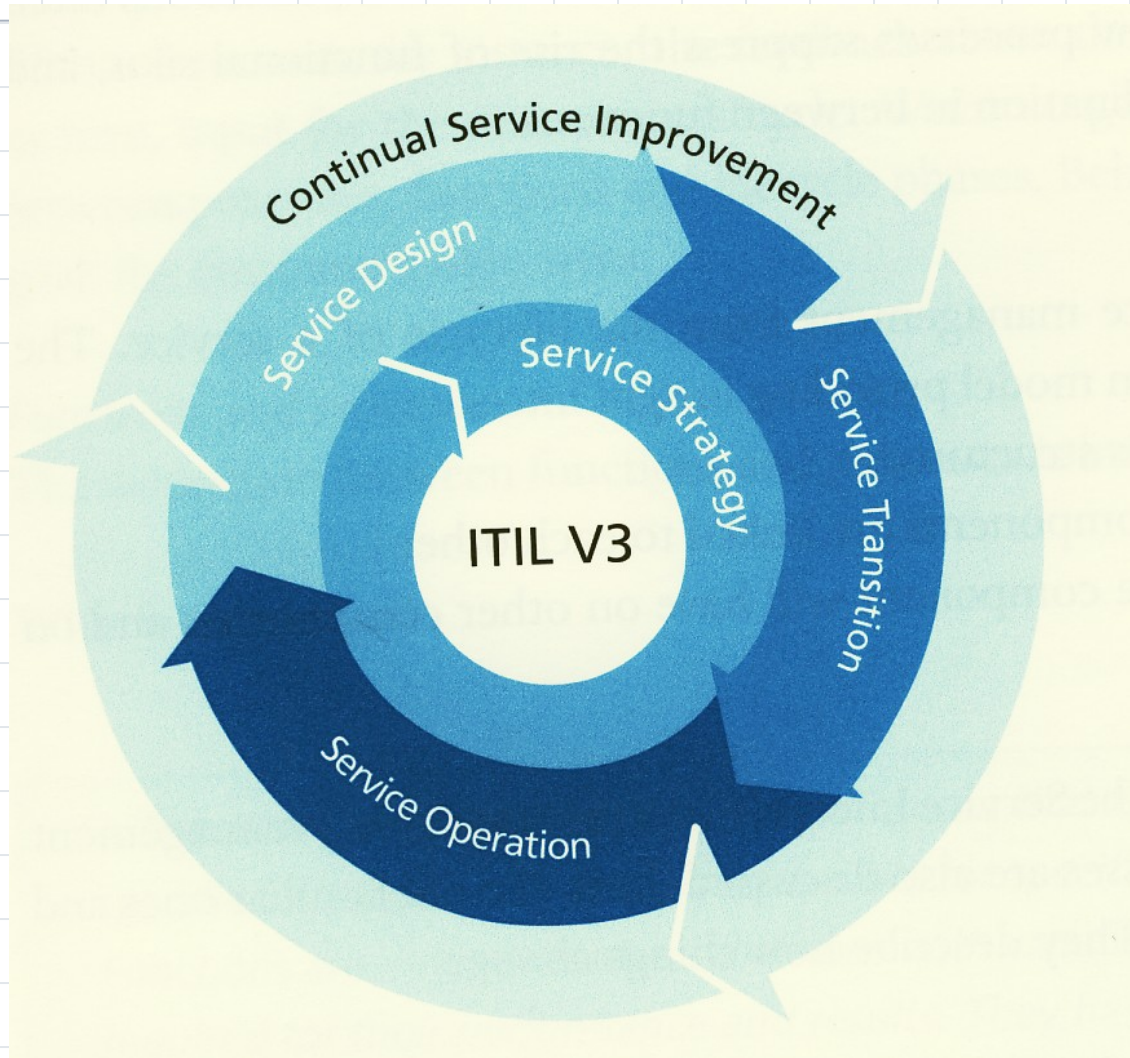
ITGI Approach

Covers: COSO; ITIL; ISO/IEC 17799:2005; FIPS PUB 200; ISO/IEC TR 13335; ISO/IEC 15408:2005/Common Criteria/ITSEC; PRINCE2; PMBOK; TickIT; CMMI; TOGAF 81; IT Baseline Protection Manual; NIST 800-1468
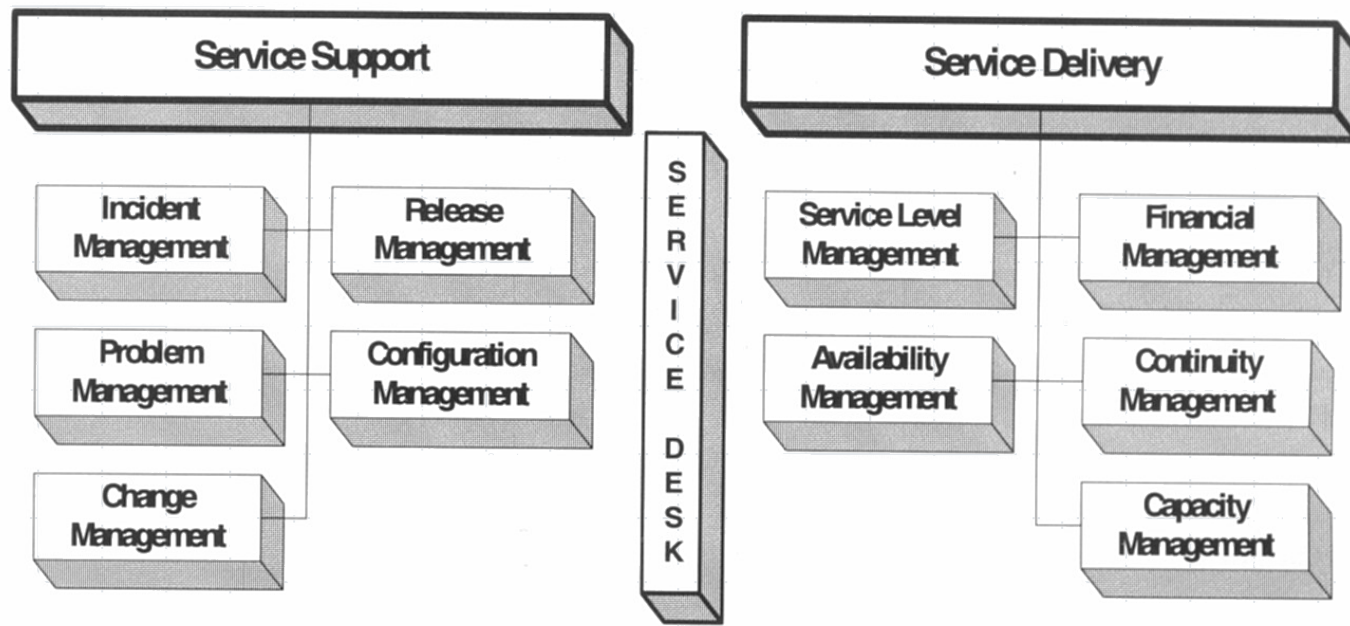
CobiT to ITIL v.3

Plan and Organise

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Monitor and Evaluate: 4 | 3 | 2 | 1

CobiT processes addressed by ITIL

Acquire and Implement: 1 | 2 | 3 | 4 | 5 | 6 | 7

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |

Deliver and Support

full ◼◼◼ none

5 ITIL v.3 "Books"

CobiT ITIL Explanation

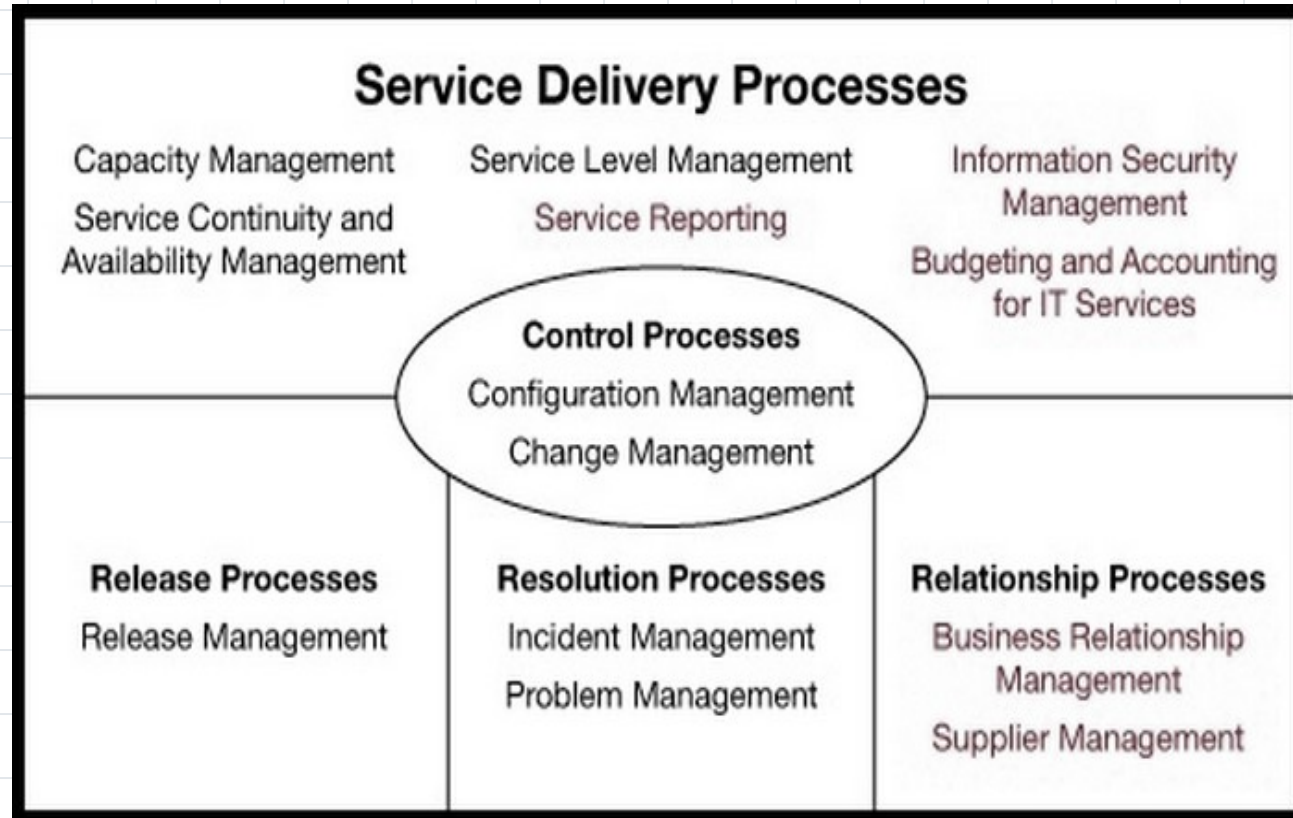|	Functions: Thorough knowledge of the document (T), and overview of the document's intention and content (O)										
	Chief Executive Officer (CEO)	Chief Financial Officer (CFO)	Business Executive	Chief Information Officer (CIO)	Business Process Owner	Head of Operations	Chief Architect	Head of Development	Head of IT Administration	Project Management Office	Compliance, Audit, Risk and Security
ITIL v3	O			O	O	O	O	O	O	O	O
Service Strategy	O	O	O	T	O	O			O		
Service Design			O	O	O	O	T	T	O	O	O
Service Transition				O	O	O	T	T	O	O	O
Service Operation				O		T	O	O	O		O
Continual Service Improvement				T	O	O	O	O	T		O

ITIL v.2

Information Technology Infrastructure Library (ITIL)

Information Technology Service Management (ITSM)

Service Support

Service Delivery

Incident Management

Release Management

Problem Management

Configuration Management

Change Management

SERVICE DESK

Service Level Management

Financial Management

Availability Management

Continuity Management

Capacity Management

ISO 20000

Service Delivery Processes

Capacity Management

Service Continuity and Availability Management

Service Level Management

Service Reporting

Information Security Management

Budgeting and Accounting for IT Services

Control Processes

Configuration Management

Change Management

Release Processes

Release Management

Resolution Processes

Incident Management

Problem Management

Relationship Processes

Business Relationship Management

Supplier Management

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Possible First ITIL Steps

- ## Service Catalogue
  - It's important to be clear about what's being delivered, including SLA's.

- ## Help Desk -to- Service Desk
  - One point of contact. Consistent face to users. Start Problem Management.

- ## Change Management
  - Weak change management causes delay and encourages failure.

My Message

- Look to established Best Practices
- CobiT is a useful planning framework
- Avoid analysis paralysis
- Ambition is good; reality is critical
- Target short term improvements

Thank You

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