

ITIL and ISO20000 – Pick One or Use Both?

Track: Business Services

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Synopsis

With the explosive growth of ITIL as the de facto framework for IT Service Management, there is still little known about the ISO20000 standard. Whether you have begun the path down ITIL or not, you may also want to consider looking into ISO. Based on ITIL fundamentals, this powerful standard, when coupled with ITIL, can be a powerful solution for Service Management Success.

Agenda

- Introduction & Overview
- *The IT Infrastructure Library (ITIL)*
- *ISO 20000*
- *Putting the Two Together*
- *Closing and Questions*

Introduction and Purpose

When we leave here today, you should understand:

- The background and purpose of the ITIL Framework and ISO 20000.
- Similarities and differences of the two, and what that means to you.
- Possible implementation paths to take if you are considering (or have begun) a service management journey.



Questions

- Is “keeping the lights on” becoming more difficult?
- Is system complexity growing faster than your ability to keep up?
- Are regulatory and security concerns now moving towards the top of the things that keep you up at night?
- Are your projects now under more scrutiny regarding value to costs?

Trends

- Rising demand for best practices is driven by requirements to become more competitive while holding costs down.
- Drivers for ITIL adoption include pressures created by demand for high availability and performance.
- Historically, IT Service Providers were self-directed and considered cost centers – today, best practices help these providers focus on meeting enterprise objectives.
- As IT moves up the list of strategic goals contribution, justifying technology investments grows - therefore the need for best practices.

The need for frameworks

Effective IT Governance needs a control framework. The following are requirements for a control framework.

- The need for sharper business focus driven by business needs.
- A common language with a standardized process model, objectives, and tools suitable for any type or size of organization.
- A sound framework for ensuring IT compliance with applicable regulatory and security requirements.
- A reliable and useful source based on best practices which are generally accepted in the industry.

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IT Infrastructure Library (ITIL)

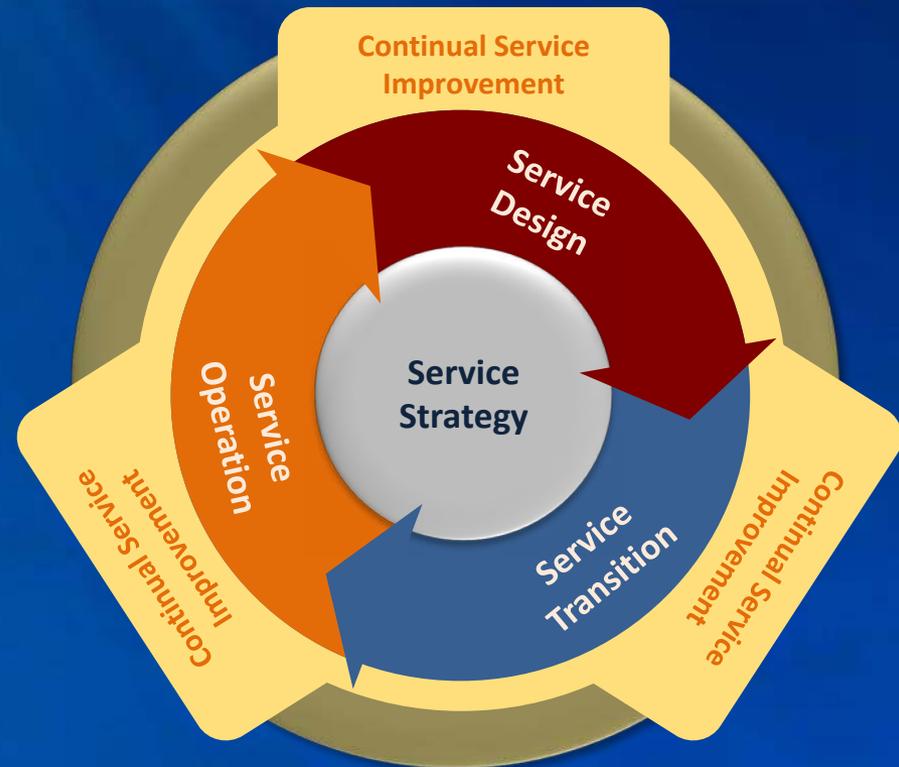
ITIL is the most widely accepted approach to IT service management in the world which provides a cohesive set of best practice guidance drawn from public and private sectors.

- Developed by the United Kingdom's Office of Government Commerce (OGC) and has become a world-wide de facto standard in Service Management.
- The Guidance, documented in a set of five books, describes an integrated, process based, best practice framework for managing IT services.
- Currently these books are the only comprehensive, non-proprietary, publicly available guidance for IT Service Management.

ITIL Background

Many of you may know what ITIL stands for, but may not know all of its key points. These facts will help you understand the basics:

- Proven framework since 1989.
- ITIL is not software or a hardware product – it is a framework for IT Service Management.
- Recognized as an international standard.
- Training is certification based.



ITIL

The ITIL framework identifies all applicable processes, roles, and functions required to effectively deliver services to customers.



Services

A means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of costs and risks.

Email



Processes

A coordinated set of activities combining and implementing resources and capabilities in order to produce an outcome which creates value.

Incident Management



Roles

A set of connected behaviors or actions that are performed by a person, team or group for a specific outcome.

Incident Manager



Functions

Units of organization specialized to perform certain types of work and are responsible for certain outcomes.

Service Desk

ITIL Phases and Processes

SS Service Strategy	SD Service Design	ST Service Transition	SO Service Operations	CSI Continual Service Improvement
<p>Financial Management</p> <p>Service Portfolio Management</p> <p>Demand Management</p>	<p>Service Level Management</p> <p>Service Catalog Management</p> <p>Availability Management</p> <p>Capacity Management</p> <p>Information Security Management</p> <p>Service Continuity Management</p> <p>Supplier Management</p>	<p>Change Management</p> <p>Service Asset and Configuration Management</p> <p>Release and Deployment Management</p> <p>Knowledge Management</p>	<p>Event Management</p> <p>Incident Management</p> <p>Request Fulfillment</p> <p>Problem Management</p> <p>Access Management</p>	<p>PDCA</p> <p>CSI Model</p> <p>Metrics and Measurements</p>

Benefits

There are numerous benefits to implementing ITIL solutions. ITIL helps IT organizations deliver services that:

- Are cost-justifiable.
- Have agreed service levels that are measured, monitored, reported, and reviewed regularly.
- Ensure infrastructure is managed efficiently (best use of resources) and effectively (achieving intended results).
- Prioritize activities relative to business impact.
- Control changes to minimize negative impact on customers.
- Align IT services to the organizational strategy.

ITIL – what's the value?

“In 2006, the state of North Carolina implemented some improvements based on the ITIL framework. The improvements took place in a span of less than three months.”

Incidents

Improved ability to resolve incidents within their target timeframe by 32%

Service Requests

Improved ability to resolve Service Requests within their target timeframe by 20%

Change Management

Process compliance increased more than two-fold resulting in fewer incidents and reduced downtime.

Functions

A function is a self contained unit of organization, team or group of people specialized to perform certain types of work and is responsible for specific outcomes.

Service Desk



The central point of contact between the users and internal and external IT service providers.

Technical Management



The custodians of the technical knowledge and expertise related to managing the IT infrastructure.

Application Management



The custodians of the technical knowledge and expertise related to managing Applications.

IT Operations Management



Maintain day to day stability of operational process to include Operations Control and Facilities Management.

Popular Processes

Customers



Service Catalog

Service Desk

Incident
Management

Request
Fulfillment

Problem
Management

Change
Management

Release
Management

Configuration Management

What to watch out for...

There are several things to consider before (and during) an ITIL implementation. Some of the top areas include:



- Implementing ITIL “by the book”
- Thinking that implementing ITIL is a project with a beginning and an end.
- Believing that ITIL is a “silver bullet.”
- Jumping into ITIL with no training.

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ISO 20000

ISO 20000 is an international standard that promotes an integrated process approach to delivering IT Services.

- In 2000, the British Standards Institute developed the requirements for the delivery of IT services called BS 15000.
- In late 2005, the International Standards Organization (ISO) accepted BS 15000 as a new international standard called ISO 20000.
- Provides a common standard for any enterprise offering IT services – and a common terminology.
- It does not assess the quality of a service or product, it does certify effective processes.

ISO 20000 Components

ISO/IEC 20000:1, Part 1 Specification

- Service management system (SMS) standard that specifies requirements for the service provider to plan, establish, implement, operate, monitor, review, maintain and improve an SMS.
- Specifies a number of closely related service management processes that are auditable.
- Defines minimum / mandatory requirements .

ISO/IEC 20000:2, Part 2 Code of Practice

- Recommendations on how to meet the requirements in part 1.
- Not absolute requirements, but they support the specifications.

The standard requires evidence of the stated processes. This evidence should be in the form of records and documents.

ISO 20000 Processes

QUALITY MANAGEMENT SYSTEM

Management
Systems

Planning and
Implementing Service
Management

Planning and
Implementing New or
Changed Services

SERVICE DELIVERY PROCESSES

Capacity
Service Continuity and
Availability

Service Level
Service Reporting

Information Security
Budgeting and
Accounting for IT
Services

CONTROL PROCESSES

Configuration

Change

RELEASE PROCESSES

Release

RESOLUTION PROCESSES

Incident
Problem

RELATIONSHIP PROCESSES

Business Relationship
Supplier

Who Uses ISO 20000?

ISO 20000 may be used by businesses, service providers, consulting organizations, etc. Some examples include:

- Organizations seeking services from service providers and requiring assurance that their service requirements will be fulfilled with a consistent approach.
- Service providers intending to demonstrate capabilities for the design, transition, delivery and improvement of services that fulfill service requirements.
- Assessors or auditors needing criteria for a conformity assessment of a service provider's Service Management System.

ISO20000 Certification

ISO 20000 is an international standard that promotes an integrated process approach to delivering IT Services.

- Organizations can be assessed for conformance - if the assessment is positive, they can be certified by Registered Certification Bodies (RCBs).
- Service providers can claim to be compliant with the specifications, but a formal audit and certification is more reliable.
- The general process for certification includes:
 - Application and Screening
 - Planning and preparation
 - Certification
 - Re-assessment

ISO20000 Scoping

ISO 20000 certification can only be awarded to a single entity; however, the service provider doesn't have to own the infrastructure.

Business
Customers



End user
organization

Service
Provider



Internal or
external

Lead
Supplier(s)



Must be clear on the role of
suppliers

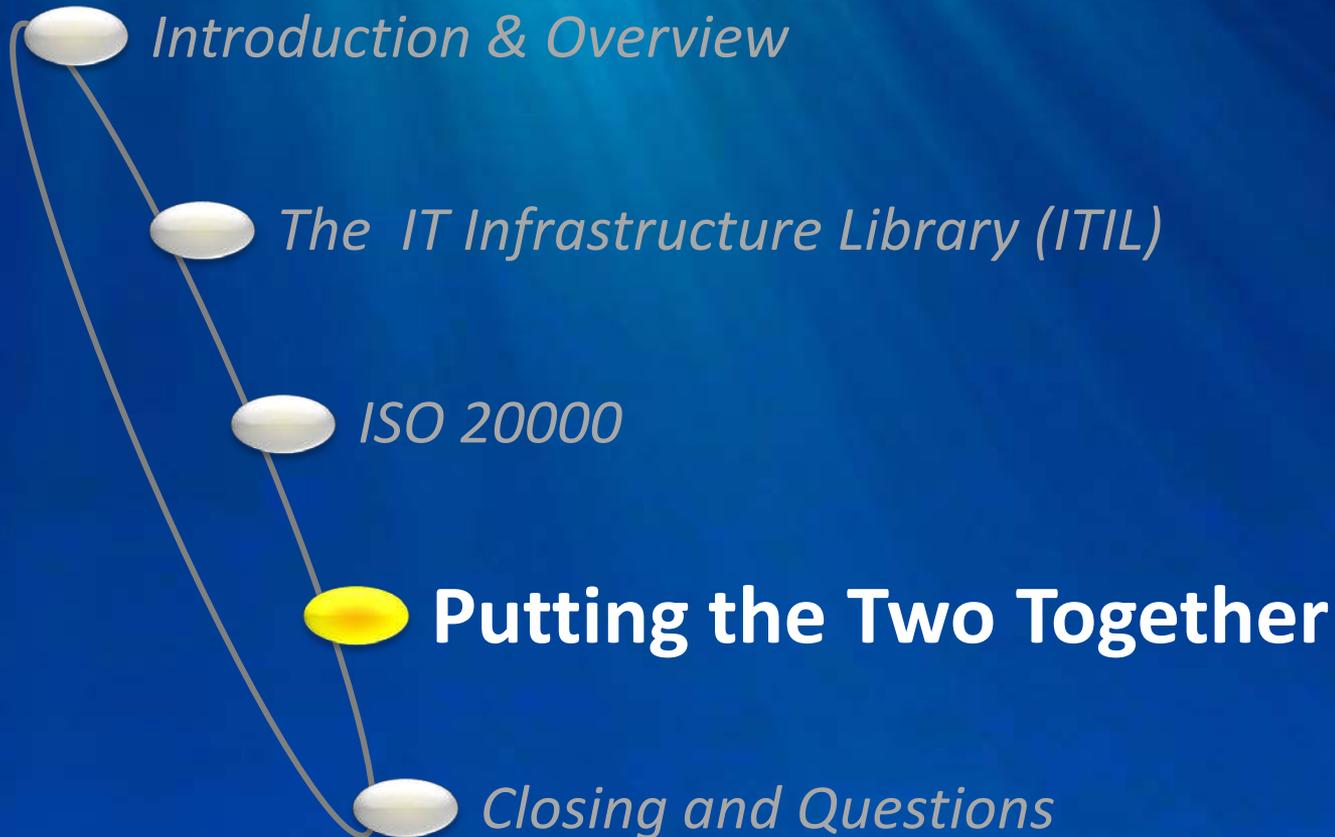
Subcontract
Supplier(s)



Why ISO?

- As ISO20000 grows, many companies may begin to require their partners and vendors to reach ISO 20000 certification (similar to ISO 9000).
- For companies implementing or adopting ITIL, there is now an organizational certification that can be used as a tool to gauge the state of service management.
- If you want to be competitive, and introduce order and best practices in your service business, definitely think about ISO 20000.
- This standard tells you in advance what things should eventually be done – if implemented right, certification should be a bonus, but not the target.

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ITIL/ISO Comparison

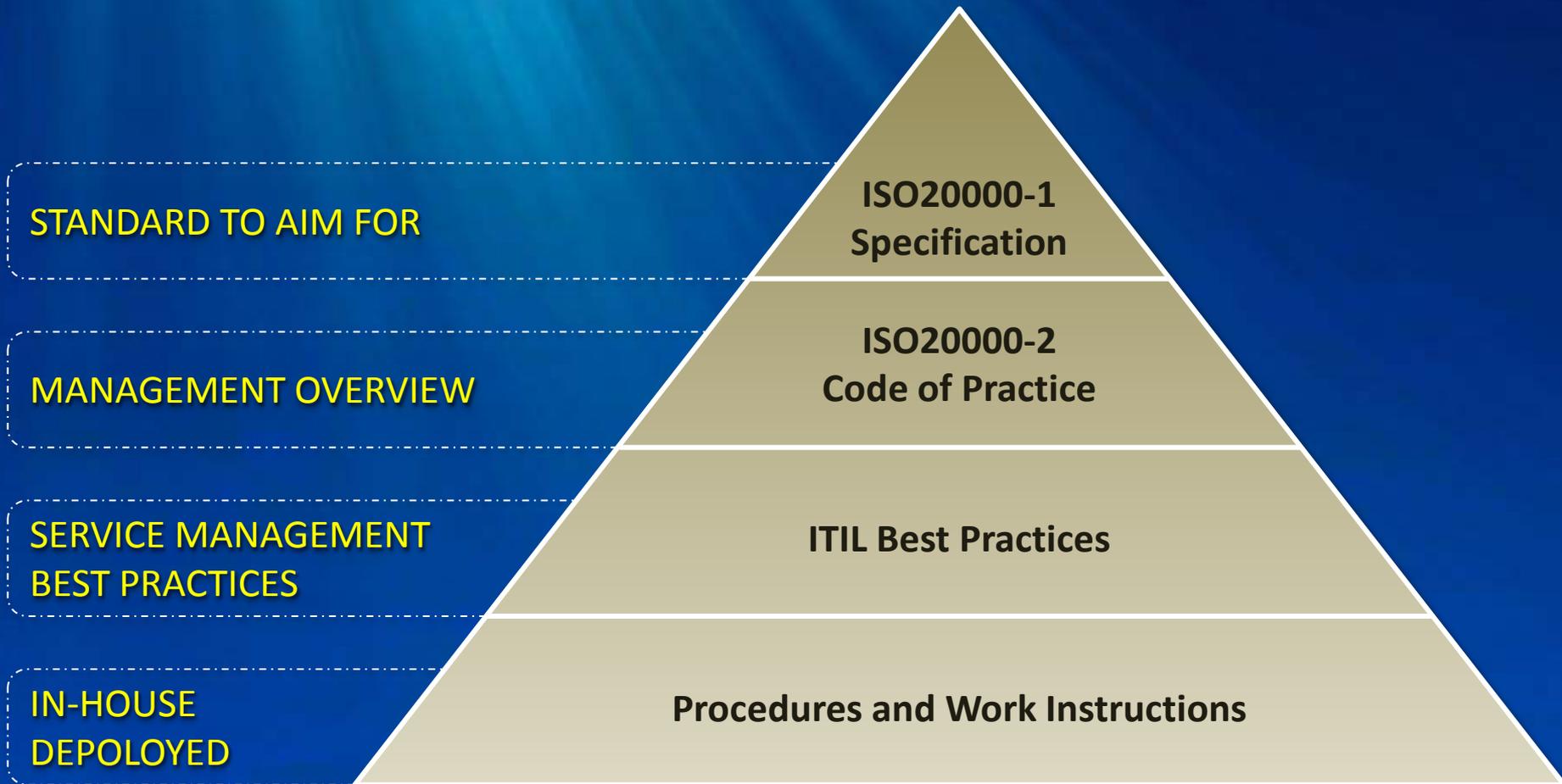
ISO 20000 is heavily based on ITIL, dealing with the most important ITIL processes and adds some new ones.

- The use of ITIL is not mandatory when using ISO 20000; however, implementation and certification is much easier if ITIL is supported.
- ISO 20000 requirements are short (SHALLs), where in ITIL the guidance includes the HOWs and SHOULDs and are much more illustrative.
- ISO 20000 Certification requires ALL processes to be implemented.
- ISO 9000 understanding is also very helpful.

ITIL/ISO Comparison

ITIL	ISO20000 (Part 1)
Service Management Best Practice framework.	An auditable international standard that indicates what must be done for service management.
Individual Certification	Service Provider Organization Certification
Includes illustrations, advice and guidance as a body of knowledge for achieving ISO Certification.	Includes concise requirements statements as impartial benchmarks for service management.
Suggestive and adaptable, not auditable or prescriptive.	Full compliance with the requirements are needed to achieve certification that requires evidence of intentions and activities.
Five core volumes and numerous forms of complimentary guidance: <ul style="list-style-type: none">• <i>Service Strategy</i>• <i>Service Design</i>• <i>Service Transition</i>• <i>Service Operation</i>• <i>Continual Service Improvement</i>	Content structure that includes: <ul style="list-style-type: none">• <i>Planning and implementing service management and new/changed services</i>• <i>Service Delivery processes</i>• <i>Relationship processes</i>• <i>Resolution processes</i>• <i>Control processes</i>• <i>Release processes</i>

Service Management Pyramid



Multiple Paths

ITIL

- Leverage processes and functions as a suggested framework, adapting to fit your organization.
- Understand and adopt standardized terminology for processes and activities.

ISO

- Use the certification to develop a formal Service Management System with repeatable processes.
- Choose to either seek certification or simply use the standard as an internal checklist.

BOTH

- Use ITIL to guide the process design.
- Use ISO to establish controls.
- Choose to seek certification or simply use the standard as an internal checklist.

Implementation Guidance

- Improve
- Iterations
- Continual



- Education
- Assessment
- Planning
- Communication

- Monitor
- Measure
- Review
- Report

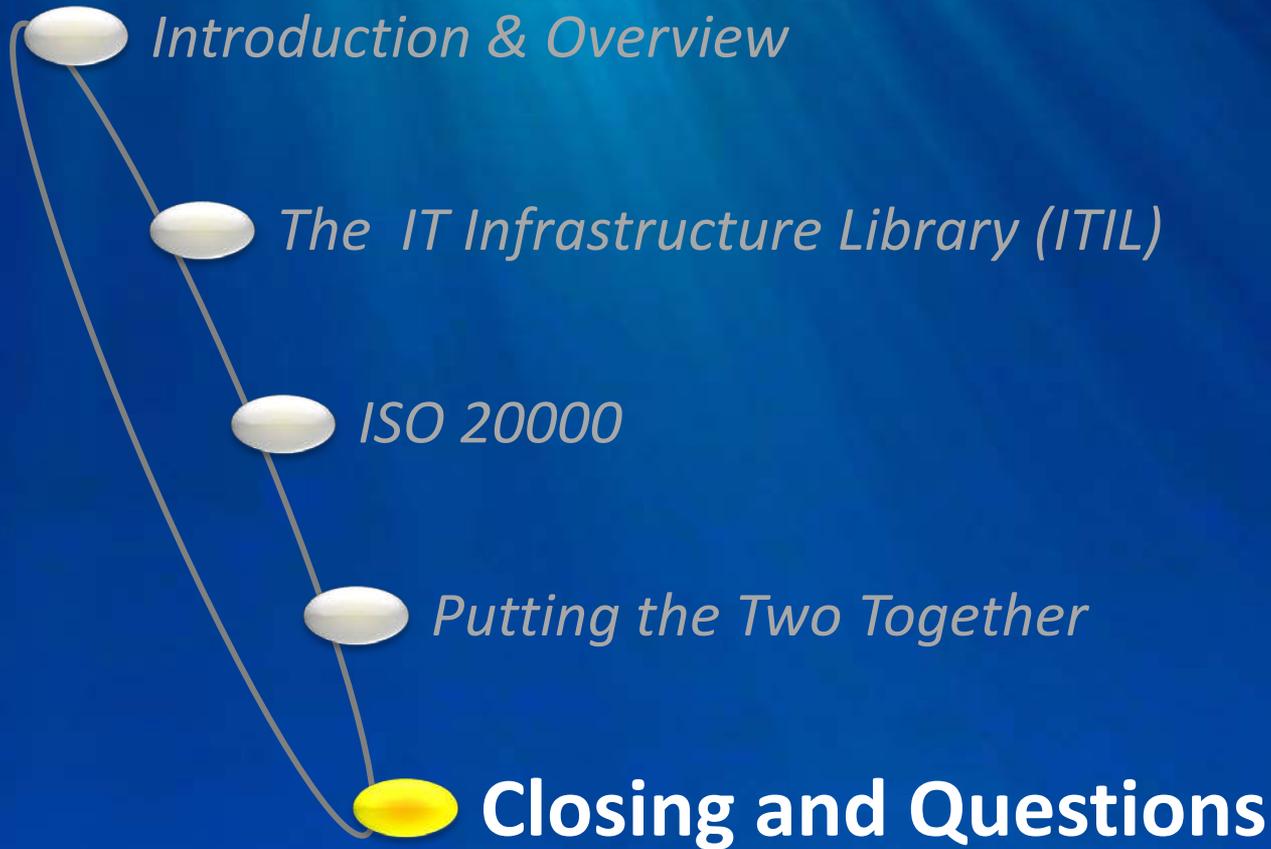
- Education
- Communication
- Phased Implementation
- Automation

In any case, success is...

Whether you go down the ITIL path, ISO path, or both, there are some key success factors that should always be considered:

- Management commitment.
- Process ownership and repeatability.
- People have embraced ITIL-guided processes and procedures into the culture.
- The 'new' way becomes viral.
- Continual improvement and measurements.

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Closing Comments

- If you have not started a journey towards IT Service Management, ITIL is a great place to start.
- If you are implementing ITIL, also refer to the ISO20k standards – even if you aren't shooting for certification.
- If you are implementing ISO20k, then be sure to leverage the ITIL publications for additional information on the HOWs.
- Management support, cultural understanding, communication, and education are key success factors to any framework implementation.



Thank you.