



# Frameworks for IT Management

*"There are many framework to help you.  
Applying the right frameworks is key!"*

By Mart Rovers  
President  
InterProm USA Corporation



# Agenda

- Introduction
- What is an IT Framework?
- Types of IT Frameworks
- Characterizing an IT Framework
- Applying popular IT Frameworks
- What are the Critical Success Factors?
- Lessons-Learned
- Your Next Steps

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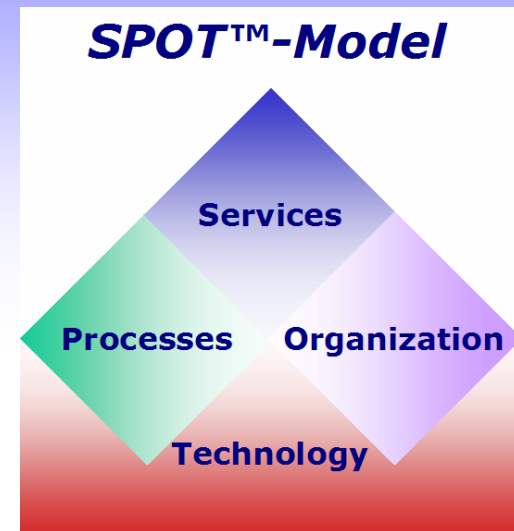
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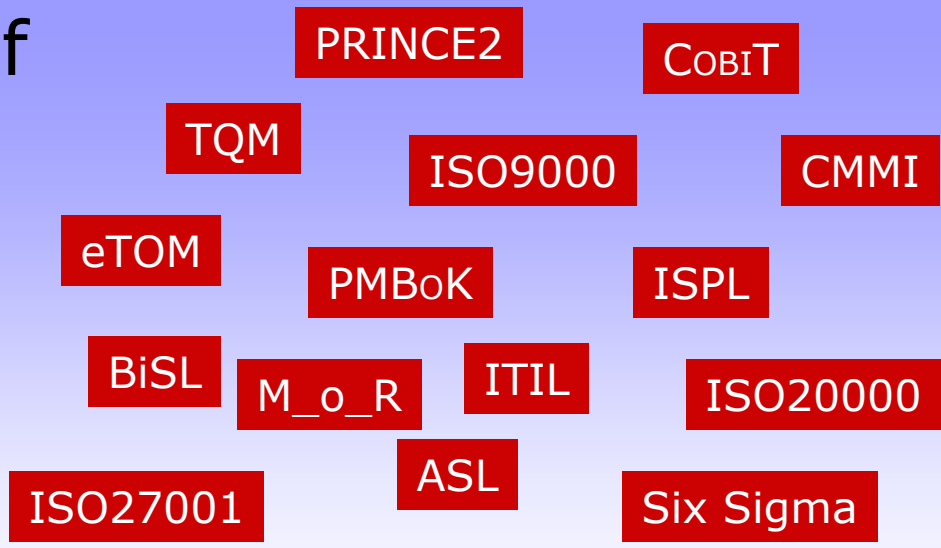
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# What is an IT Framework?

- Coherent set of
  - Standards
  - Guidelines
  - Controls
  - Best Practices
  - Concepts
- Quality Improvement Model, Method, or Methodology





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- **Types of IT Frameworks**
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- **Your Next Steps**



# Types of IT Frameworks

- Quality Management Frameworks
- Quality Improvement Frameworks
- Governance Frameworks
- IT Management Frameworks
- Project Management Frameworks



# Types of IT Frameworks

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# Quality Management Frameworks

- TQM
- ISO9000
- TickIT
- ISO20000
- COPC2000
- ISO27001/BS17799



# Quality Management: TQM

- Total Quality Management
- Contributors: W. Edwards Deming (1946), Joseph Juran, Philip B. Crosby, and Kaoru Ishikawa; but also Armand V. Feigenbaum (TQC, 1951/1961)
- A management strategy aimed at embedding awareness of quality in all organizational processes
- [www.asq.org](http://www.asq.org)





# Quality Management: ISO9000

- ISO9000 is an international reference for quality management requirements in business-to-business dealings
- ISO9000 is primarily concerned with "quality management". This means what the organization does to fulfill:
  - the customer's quality requirements, and
  - applicable regulatory requirements, while aiming to
  - enhance customer satisfaction, and
  - achieve continual improvement of its performance in pursuit of these objectives.
- [www.iso.org](http://www.iso.org)





# Quality Management: TickIT

- Quality Management Framework for Software Development
- Certification Standard
- Owned by the British Standards Institute (BSI); Maintained by the TickIT Office
- Mainly used in the UK and the rest of Europe. US has 84 certified organizations.
- [www.tickit.org](http://www.tickit.org)





# Quality Management: ISO20000

- ISO20000 is an international reference which defines the requirements for a service provider to deliver managed services.
- It may be used
  - by businesses that are going out to tender for their services;
  - to provide a consistent approach by all service providers in a supply chain;
  - to benchmark IT service management;
  - as the basis for an independent assessment;
  - to demonstrate the ability to meet customer requirements;
  - to improve services.
- [www.iso.org](http://www.iso.org)





# Quality Management: COPC2000

- COPC: Customer Operations Performance Center
- The COPC-2000® CSP Standard is a Performance Management Framework delivering results in all Customer Service Provider (CSP) contact center operations.
- [www.copc.com](http://www.copc.com)





# Quality Management: ISO27001/BS17799

- ISO/IEC 27001 specifies the requirements for establishing, implementing, operating, monitoring, reviewing, maintaining and improving a documented Information Security Management System within the context of the organization's overall business risks.
- [www.iso.org](http://www.iso.org)





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# Quality Improvement Frameworks

- eSCM-SP
- IT Balanced Scorecard
- ITS-CMM
- Six Sigma



# Quality Improvement: eSCM-SP

- eSCM-SP: eSourcing Capability Model for Service Providers
- Owned by Carnegie Mellon ITsqc (IT Service Quality Center)
- It helps IT-enabled sourcing service providers appraise and improve their ability to provide high quality sourcing services, and it gives them a way to differentiate themselves from the competition. Prospective clients can evaluate service providers based on their eSCM-SP level of certification and Practice Satisfaction Profile
- [www.itsqc.cs.cmu.edu](http://www.itsqc.cs.cmu.edu)





# Quality Improvement: IT Balanced Scorecard

- Initially developed by Robert Kaplan (Harvard Business School) and David Norton
- Provides a management and measurement system that supports the IT governance process and the Business/IT Alignment process
- It consists of the:
  - User Orientation Perspective
  - Operational Excellence Perspective
  - Future Orientation Perspective
  - Business Contribution Perspective
- [www.hbs.edu](http://www.hbs.edu)





# Quality Improvement: ITS-CMM

- ITS-CMM: IT Service Capability Maturity Model (work in progress)
- The objective of the IT Service CMM is twofold:
  - To enable IT service providers to assess their capabilities with respect to the delivery of IT services, and,
  - To provide direction and guidance to IT service providers to further improve their service capability.
- [www.itservicecmm.org](http://www.itservicecmm.org)





# Quality Improvement: Six Sigma

- Six Sigma is a registered service mark and trademark by Motorola (Pioneer: Bill Smith; 1986)
- Six Sigma is a methodology to manage process variations that cause defects, defined as unacceptable deviation from the mean or target; and to systematically work towards managing variation to eliminate those defects. The objective of Six Sigma is to deliver high performance, reliability, and value to the end customer. Six Sigma has now grown beyond defect control.
- [www.motorola.com](http://www.motorola.com)





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# Governance Frameworks

- AS8015
- COBIT
- M\_o\_R



# Governance Frameworks: AS8015

- AS8015: Australia Standard 8015
- AS8015 is an Australian standard for Corporate IT Governance.
- Issued by the Standards Australia Committee IT-030, ICT Governance and Management in the year 2005.
- [www.acs.org.au](http://www.acs.org.au)





# Governance Frameworks: COBIT

- COBIT: Control Objectives for Information and related Technology
- Owned by IT Governance Institute (ITGI) and Information Systems Audit and Control Association (ISACA)
- COBIT is an IT governance framework and supporting toolset that allows managers to bridge the gap between control requirements, technical issues and business risks.
- [www.isaca.org](http://www.isaca.org) | [www.itgi.org](http://www.itgi.org)





# Governance Frameworks: M\_o\_R

- M\_o\_R: Management of Risk
- Owned by the OGC: Office of Government Commerce
- M\_o\_R provides a generic framework for the management of risk across all parts of an organization - strategic, program, project and operational.
- M\_o\_R incorporates all the activities required to identify and control the exposure to any type of risk, positive or negative, which may have an impact on the achievement of your organization's business objectives.
- [www.ogc.gov.uk](http://www.ogc.gov.uk)



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# IT Management Frameworks

- ITIL
- eTOM
- ASL
- BiSL
- ISPL



# IT Management: ITIL

- ITIL: Information Technology Infrastructure Library
- Owned by the OGC: Office of Government Commerce
- ITIL provides a cohesive set of best practice, drawn from the public and private sectors internationally.
- ITIL is supported by a comprehensive qualifications scheme, accredited training organizations, and implementation and assessment tools.
- The best practice processes promoted in ITIL support and are supported by, the ISO standard for IT Service Management (ISO20000).
- [www.ogc.gov.uk](http://www.ogc.gov.uk)



# IT Management: eTOM

- eTOM: enhanced Telecom Operations Map
- Owned by TeleManagement Forum
- The enhanced Telecom Operations Map is the most widely used and accepted standard for business process in the telecom industry.
- The eTOM describes the full scope of business processes required by a service provider and defines the key elements and how they interact, creating a guidebook that is fast becoming the common business language of the telecom industry.
- [www.tmforum.org](http://www.tmforum.org)



# IT Management: ASL

- ASL: Application Services Library
- Owned by the ASL Foundation
- The goal of ASL is the professional development of application management
- ASL offers a framework of the processes for application management.
- ALS serves as a steppingstone for categorizing best practices that have been developed.
- ASL contains a glossary of uniform terminology. By using the terminology contained in this glossary, parties concerned with applications management are in a better position to communicate with each other.
- [www.aslfoundation.org](http://www.aslfoundation.org)





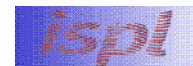
# IT Management: BiSL

- BiSL: Business Information Services Library (publications are still mainly in Dutch)
- Owned by the BiSL Foundation
- BiSL supports organizations who wish to improve their functional management and information management to better support the business processes.
- BiSL describes the main processes of a functional management organization on a strategic, tactical and operational level.
- [www.bisl.nl](http://www.bisl.nl)



# IT Management: ISPL

- ISPL: Information Services Procurement Library
- ISPL is developed and published in 1999 by a consortium of five European companies: EXIN and ID Research (ORDINA) from the Netherlands, FAST from Germany, SEMA from France and TIEKE from Finland.
- The development of ISPL was part of the SPRITE-S2 program that was launched in 1998 by the European Commission.
- ISPL is a best practice library for the management of Information Technology related acquisition processes. It helps both the customer and supplier organization to achieve the desired quality using the corresponded amount of time and money by providing methods and best practices for risk management, contract management, and planning.
- [www.projekte.fast.de/ISPL/](http://www.projekte.fast.de/ISPL/)





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# Project Management Frameworks

- MSP
- PRINCE2
- IPMA Competence Baseline
- PMBoK



# Project Management: MSP

- MSP: Managing Successful Programs
- Owned by the OGC: Office of Government Commerce
- MSP allows you to manage and control all the activities involved in managing a program through providing advice on organization, processes, communication and ways of thinking. There is a close link between MSP and PRINCE2.
- A program is made up of a number of projects, which, if coordinated or integrated into the program, are more likely to help your organization achieve its strategic goals and deliver measurable benefits.
- [www.ogc.gov.uk](http://www.ogc.gov.uk)



# Project Management: PRINCE2

- PRINCE2: Projects In Controlled Environments version 2
- Owned by the OGC: Office of Government Commerce
- PRINCE is a generic, customizable, simple to follow project management method.
- PRINCE covers how to organize, manage and control your projects. It is aimed at enabling you to successfully deliver the right products, on time and within budget. It will help you to manage risk, control quality and change effectively, as well as make the most of challenging situations and opportunities that arise within a project.
- [www.ogc.gov.uk](http://www.ogc.gov.uk)



# Project Management: IPMA Competence Baseline

- IPMA: International Project Management Association
- IPMA is a non-profit Swiss registered organization comprised primarily of national project management associations throughout the world.
- ICB: IPMA's Competence Baseline - The new IPMA Competence baseline (ICB, Version 3.0) defines the competencies expected from project personnel for certification using the IPMA universal four-level system (Level A, Level B, Level C, Level D).
- [www.ipma.ch](http://www.ipma.ch)





# Project Management: PMBoK

- PMBoK: Project Management Board of Knowledge
- Developed by the non-profit Project Management Institute (PMI)
- The PMBoK is a collection of processes and knowledge areas generally accepted as best practice within the project management discipline.
- The PMBoK is an internationally recognized standard (IEEE Std 1490-2003) that provides the fundamentals of project management that are applicable to a wide range of projects, including construction, software, engineering, automotive, etc.
- [www.pmi.org](http://www.pmi.org)





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# Characterizing an IT Framework

- Characteristics
  - Theory
  - Application Guidelines
  - Focus
  - Assumptions
  - Primary Effect
  - Secondary Effect
  - Criticisms



## Characterizing Six Sigma; An Example

<b>Theory</b>	<b>Reduce Variation</b>
<b>Application Guidelines</b>	<ol style="list-style-type: none"> <li>1. Define</li> <li>2. Measure</li> <li>3. Analyze</li> <li>4. Improve</li> <li>5. Control</li> </ol>
<b>Focus</b>	<b>Problem Focused</b>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>•A Problem Exists</li> <li>•Figures and Numbers and valued</li> <li>•System output improves if variation in all processes is reduced</li> </ul>
<b>Primary Effect</b>	<b>Uniform Process Output</b>
<b>Secondary Effect</b>	<ul style="list-style-type: none"> <li>•Less waste</li> <li>•Fast throughput</li> <li>•Less inventory</li> <li>•Fluctuation – performance measures for managers</li> <li>•Improved quality</li> </ul>
<b>Criticisms</b>	<ul style="list-style-type: none"> <li>•System interaction not considered</li> <li>•Processes improved independently</li> </ul>

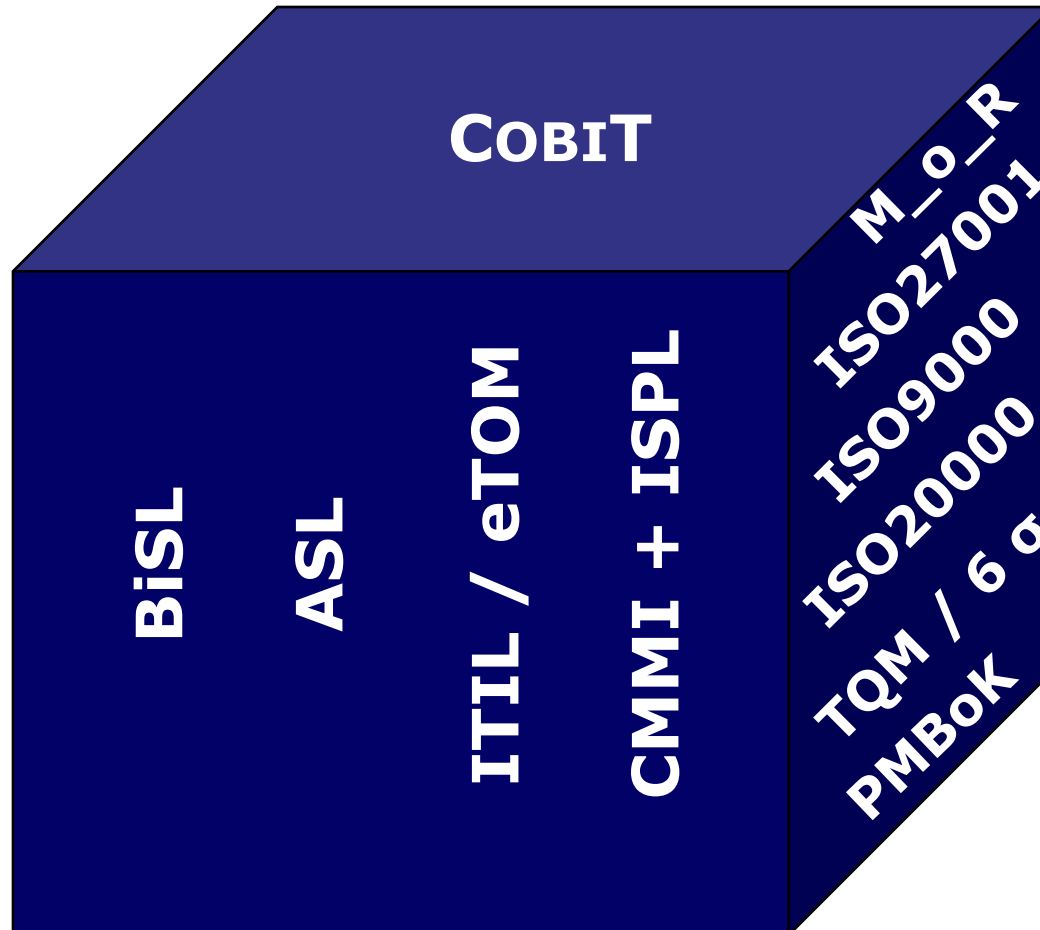


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# Applying Popular IT Frameworks





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# Critical Success Factor 1



- Start Simple!
  - > Some Frameworks are more down-to-earth than others
  - > Consider combining two or three at the most
  - > Some IT departments lack the "IT Framework Culture"



## Critical Success Factor 2



- Design a Custom Architecture of IT Frameworks
  - > Develop a five-year adoption plan
  - > Choose those components of each Framework that serve you best; Avoid redundancy
  - > There is overlap in some IT Frameworks



## Critical Success Factor 3



- Training tailored to the type of user
  - > Not everybody needs to know everything of each IT Framework
  - > Identify Roles per IT Framework



## Critical Success Factor 4



- Appoint IT Framework Owners
  - > It is the owners' responsibility to safeguard consistency and coherency
  - > Set up a Board that serves as a communication platform for the owners



## Critical Success Factor 5



- Management needs to embrace the value of each IT Framework
  - > Adopting (concepts of) IT Framework requires resources
  - > Lack of active management commitment is the most common stumbling block



# Critical Success Factor 6



- Involve the Business
  - > Even though we're looking at IT Frameworks, note that many of the frameworks require input from the Business
  - > Mature as an IT department, but make sure the Business matures as well



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# First Lesson



- Starting the IT Framework adoption with 'heavy-weight' IT Frameworks such as Six Sigma or COBIT might not always be the best fit
  - > Create a lot of enthusiasm in the first three months of the adoption process



# Second Lesson



- Don't blame the IT Framework!
  - > IT Frameworks consist of proven concepts
  - > Your organization may not be ready for the adoption process
  - > Strong leadership is required to successfully apply the IT Frameworks' concept and/or best practices



# Third Lesson



- Adopting an IT Framework is a journey, not a project
  - > IT Frameworks are not “flavors of the day”
  - > IT Frameworks help setting direction and influence implementing behavioral and mentality changes -> culture



# Fourth Lesson



- Apply the 80/20 rule.
  - > No IT Framework will be a 100% fit
  - > No IT Framework has it all



# Fifth Lesson



- Begin at the beginning, not the end...
  - > Take the big picture approach and then drill down into the details
  - > Have a long term adoption strategy in place
  - > Beginning at the end means fighting symptoms and only serves job security goals...



# Sixth Lesson



- Applying IT Frameworks requires:
  - > Awareness & Commitment
  - > Training & Education
  - > Sponsorship, Leadership, Ownership
  - > An Implementation Strategy & Plan
  - > The right supporting toolset
  - > Return on Investment



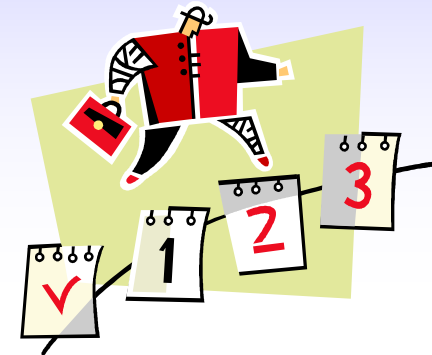
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# Next Steps

- Do you have an IT Framework adoption strategy?
- What does your IT Framework architecture look like?
- Who are the owners of your IT Framework?
- Do you have the toolset to support your IT Frameworks across the board?
- Are you willing and able to make organizational changes to better support your IT Frameworks' concepts and thus the business?
- Is the business involved?





# Q&A





# THANK YOU FOR YOUR ATTENTION!

**For more information  
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