ITIL® V3.0 Compliance Benchmarking with CMMI-SVC SCAMPI A

CMMI® Technology Conference and User Group

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Administrivia

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- Who I am:
  - Chief Engineer, Jacobs Technology, Inc./ITSS
  - SCAMPI Lead Appraiser
  - (Lean) Six Sigma Black Belt
  - Certified Scrum Master
  - Member, NDIA Systems Engr Steering Committee
  - Member, NDIA CMMI Working Group
  - Member, CMMI-SVC Advisory Group
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Outline

- A little about ITIL V3.0

- Relationship between CMMI-SVC and ITIL 3.0

- The value proposition

- Appraisal strategy

- Progress to date

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ITIL Structure

- ITIL Life Cycle phases:
    - Service Strategy
    - Service Design
    - Service Transition
    - Service Operations
    - Continual Service Improvement
- ITIL Functions:
    - Service Desk
    - Application Management
    - Technical Management
    - Operations Management
- 26 ITIL Processes

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ITIL Certifications

- Individual Level (based on ITIL knowledge and experience)
  - Foundation
  - ITIL Expert
  - ITIL Master
- Organizational Level
  - ISO 20000 IT Service Management Standard (ITSM, not ITIL 3.0)

ITIL Services

- IT Services are:
    - Not just processes (contextually like CMMI services)
    - Not defined or provided by ITIL framework
    - Based on organization's business case
    - Provide measureable value to customers
    - Exist as part of a portfolio of IT Services
- IT Service possibilities
    - Help Desk
    - System Administration
    - System Configuration Management
    - Security Management
    - Business Process Definition and Improvement
    - ….

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ITIL / CMMI-SVC Comparison

Attribute	ITIL	CMMI-SVC
ITSM best practice specificity	Yes	No
Framework for organizational improvement	Very thin	Robust
Individual Certification	Yes	(PSP)
Robust appraisal framework	No	Yes
Integrable with Lean and 6 Sigma	Yes	Yes

ITIL needs CMMI-SVC framework for improvement

CMMI-SVC needs ITIL ITSM-specific best practices

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The Relationship

Process Management Process Areas

- Organizational Process Focus (OPF/ML3)
- Organizational Process Definition (OPD/ML3)
- Organizational Training (OT/ML3)
- Organizational Process Performance (OPP/ML4)
- Organizational Innovation and Deployment (OID/ML5)

Services Process Areas

- Capacity Availability and Management (CAM/ML3)
- Incident Resolution and Prevention (IRP/ML3)
- Service Continuity (SC/ML3)
- Service Delivery (SD/ML2)
- Service System Development (SSD/ML3)
- Service System Transition (SST/ML3)
- Strategic Service Management (SSM/ML3)

Project Level Process Areas

- Project Planning (PP/ML2)
- Project Monitoring and Control (PMC/ML2)
- Integrated Project Management (IPM/ML3)
- Quantitative Project Management (QPM/ML4)
- Risk Management (RSKM/ML3)
- Causal Analysis and Resolution (CAR/ML5)
- Configuration Management (CM/ML2)
- Decision Analysis and Resolution (DAR/ML3)
- Measurement and Analysis (MA/ML2)
- Process and Product Quality Assurance (PPQA/ML2)
- Requirements Management (RM/ML2)
- Supplier Agreement Management (SAM/ML2)

Service Strategy

- Demand Management
- Strategy Generation
- Service Portfolio Management
- IT Financial Management

Service Design

- Service Catalog Management
- Service Level Management
- Capacity Management
- Availability Management
- Service Continuity Management
- Information Security Management
- Supplier Management

Service Transition

- Transition Planning and Support
- Change Management
- Service Asset and Configuration Mgt.
- Release and Deployment Management
- Service Validation and Testing
- Evaluation
- Knowledge Management

Service Operation

- Event Management
- Incident Management
- Request Fulfillment
- Problem Management
- Access Management

Continual Service Improvement

- Service Measurement
- Service Reporting
- Service Improvement

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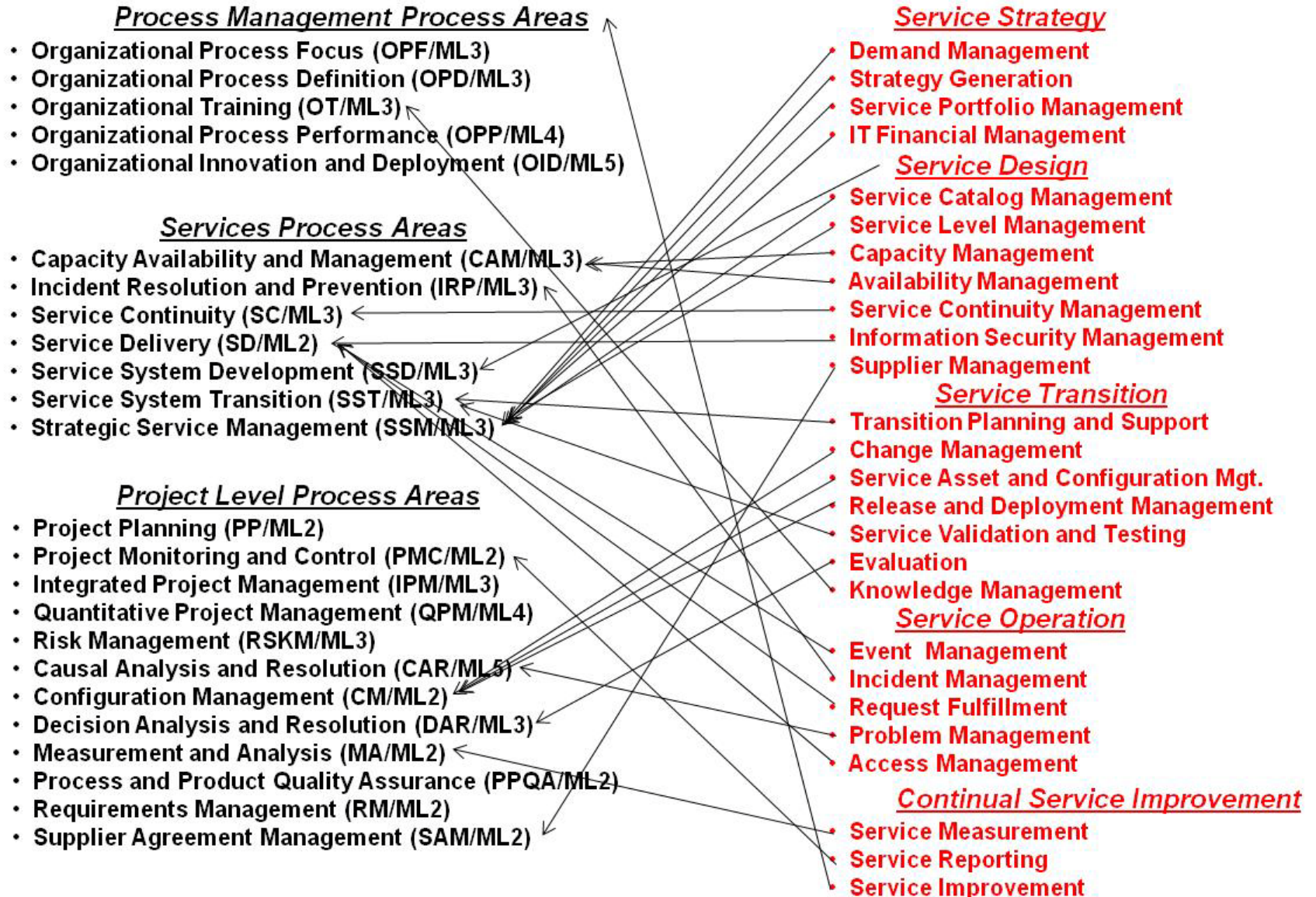
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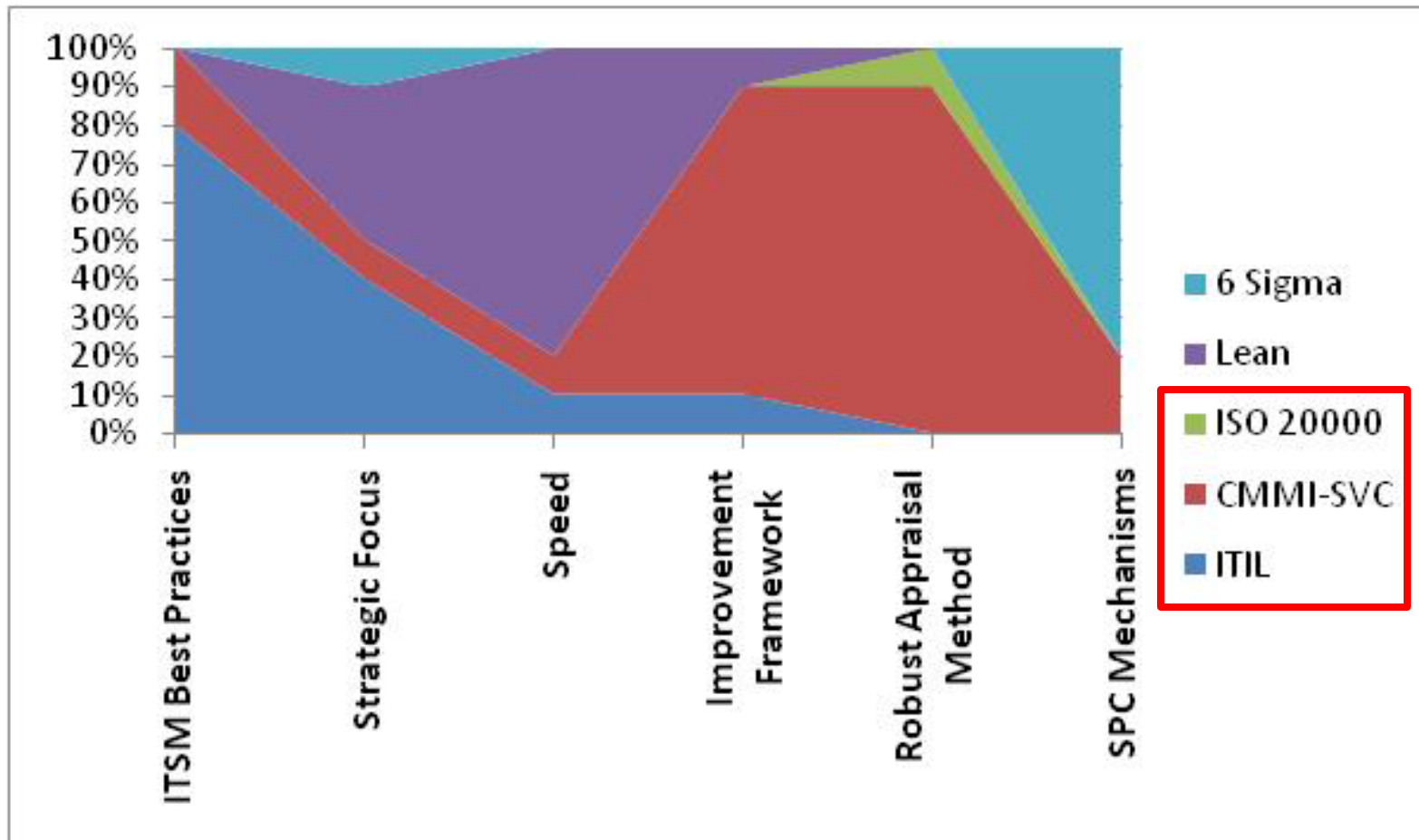
The Value Proposition

- ITIL V3.0 offers:
  - World-class practices and process for IT operations
  - Mature IT body of knowledge
  - Identified risks and mitigation approaches
  - Context-sensitive guidance in IT performance improvement
- CMMI-SVC V1.2 offers:
  - A rigorous framework for improvement and institutionalization
  - Support for increasing levels of capability or maturity
  - Integrated approaches to process control and service optimization
  - Robust, extensible appraisal framework, including a benchmarking capability

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ISO 20000 vs CMMI-SVC SCAMPI A

Attribute	ISO 20000	CMMI-SVC
Focus	IT Service Mgt (not necessarily ITIL)	All services (50% of initial users are IT organizations)
Internationally recognized "certification"	Yes – external Registrar	Yes – external Lead Appraiser
Recognizes increasingly higher levels of process performance	No	Yes
Extendible to other types of Services	No	Yes

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ITIL and CMMI-SVC in a Fully Integrated Framework

Normalized Contributions

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Appraisal Strategy

- Add ITIL elements to appraisal considerations:
  - Option 1: Characterize ITIL compliance separate from practice characterization (currently authorized)
  - Option 2: Include ITIL elements as additional informative components, and use to directly judge "reasonableness" at practice characterization level (not currently authorized)
- Additional Appraisal Team Member qualifications
  - Add ITIL Foundation certification to ATM training
  - Add an ITIL Expert or Master to appraisal team

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Some Options

- Evaluating ITIL Service Operation compliance at ML2 (with Incident Resolution Planning and Causal Analysis and Resolution added)

- Evaluating compliance of Service Strategy, Service Design, Service Transition, and Continual Improvement at ML3

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Progress to Date

- All ITIL V1.3 elements mapped to Specific Goals

- Initial SCAMPI C for an Army customer :
  - The approach makes sense to a CMMI-DEV ML3 customer
  - Customer adopted CMMI-SVC/ITIL approach as a "high value" implementation of ITIL in a CMMI-DEV ML3 compliant organization

- SCAMPI B at ML2 being planning for winter 2010

- SCAMPI A at ML2 being planned for spring 2010

- Initial reaction within CMMI-SVC Advisory Group and from SEI has been very positive

- SEI is forming a working group

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To Inquire about CMMI-SVC/ITIL Working Group

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Questions?

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