

Terms of Compliance

Popular management frameworks and their relevance to IT support

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Noel Bruton? Who he?



- “The most respected IT helpdesk expert in the business”
– *Customer Service News*
- Tech support 1979–87, then manager
- Independently improving user support since 1991
- Trainer – next public course,  May 25th-26th, London



Editor



Author



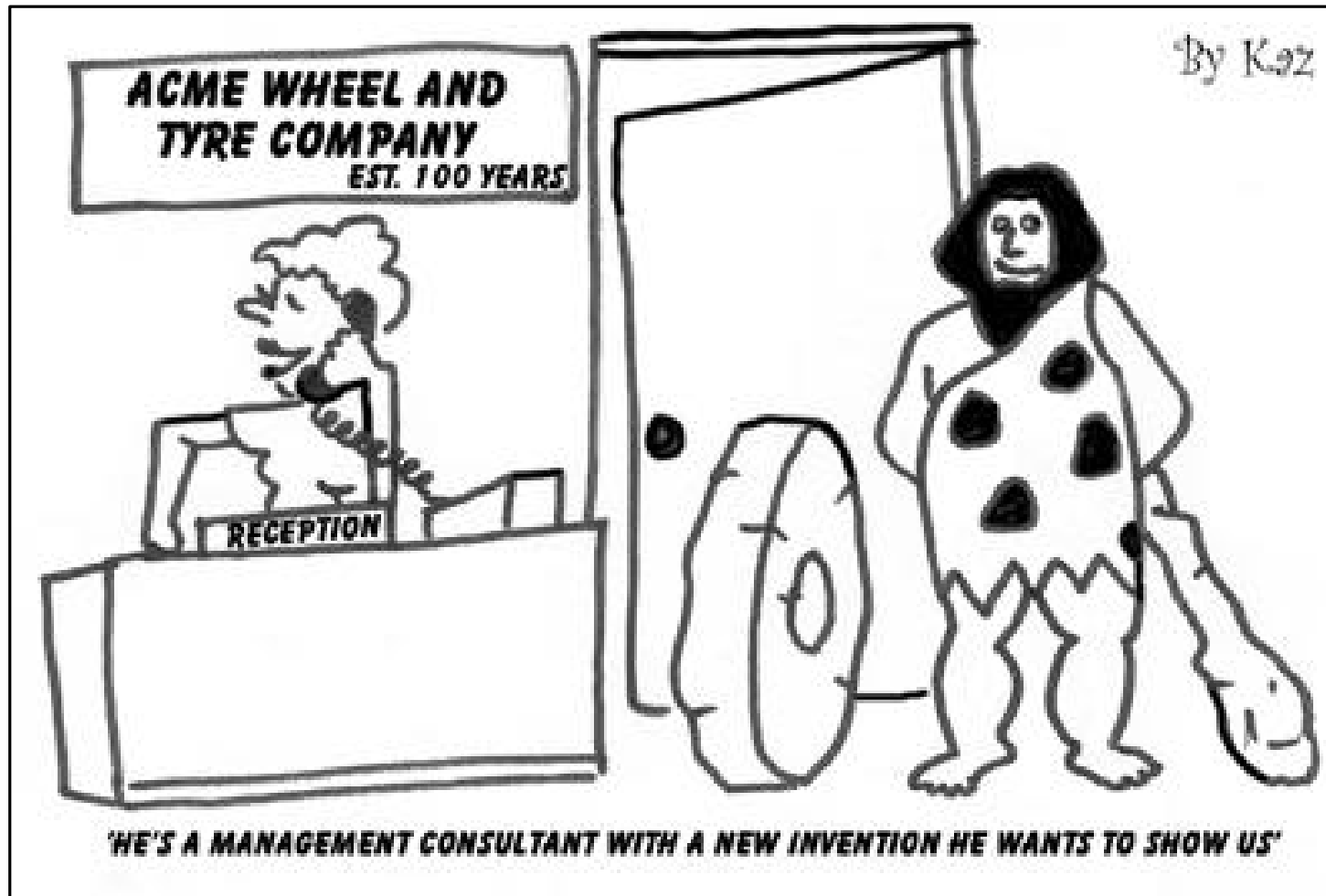
Enthusiast



Examples of Frameworks

- Both academic and empirical roots
- Inclusion criteria
 - Because they're currently being discussed!
 - May be unavoidable
 - May address gaps in ITIL
- Categories
 - Specific to IT (process & commercial)
 - General
 - Specific to Business / Finance

The Thing About Frameworks is...



IT Specific (process)

- ITIL
 - Eleven inter-related IT disciplines (and one ‘function’)
 - Most ‘ITIL-compatible’ tools reflect four to seven of these
 - Manual for each of these, with some procedures
 - Guidelines only, non-prescriptive
- MOF (Microsoft Operating Framework)
 - ITIL plus Microsoft customer experiences
 - Link to business thereby implied
 - Circumstances, consequences and benefits of IT activity examined
 - Commercially driven?

IT Specific (process)

- BS-15000
 - ITIL conformance to ISO9000-style parameters
 - Non-prescriptive ITIL becomes auditable
- COBIT
 - 34 IT processes defined
 - Balanced Scorecard approach to improve maturity
 - Critical Success Factors determined; become ‘Key Goal Indicators’, subject to ‘Key Performance Indicators’
- IT Service CMM (Capability Maturity Model)
 - Five maturity levels each with common *features*
 - Able to; can repeat; standardised; targeted; improved
 - *Commitment, ability, activity, measurement, verification*

IT Specific (commercial)

- Carnegie-Mellon ESCM
 - E-Sourcing Capability Model
 - Methodology for sourcing services in IT context
 - Covers contracts etc.
- ETOM
 - Enhanced Telecommunications Operations Map
 - Business processes for telecoms service providers
 - Some synergy with ITIL
 - Includes service delivery, contracts management

General

- **Balanced Scorecard**
 - Perspectives – financial view, customer view, internal business (what to improve), innovation & learning (how to improve)
 - Goals for each
- **EFQM**
 - European Framework for Quality Management
 - Enablers: leadership, people, strategy, resources, processes
 - Results: people, customers, society, performance
 - Cyclical – enablers make results make enablers

General

- ISO-9000
 - Quality = features of output that meet customer needs
 - Failure in features means needs not met
 - Procedures to define and meet customer needs
 - Sees external regulators as ‘customers’
 - Fits pretty much anywhere
- Six Sigma
 - Motorola’s defect reduction strategy
 - Can be applied to customer service
 - Improved quality = cost reduction
 - Some match to IT development environment

Business Specific

- Sarbanes Oxley ('SOX')
 - 'US Public Company Accounting Reform and Investor Protection Act'
 - Financial report accuracy must be verified
 - Report on means to achieve this
 - IT consequence – data and process accuracy
- Basel II
 - Affects banks
 - Must retain sufficient capital with respect to liabilities
 - Processes for managing financial risks
 - Data / computer loss seen as such a risk

Conclusions

- Beware – competing products – be cynical!
 - Are we being driven by fashion?
- Putting ITIL / BS15000 in perspective
 - Actual impact is relatively limited
 - Full adoption very rare
 - Options to plug gaps officially
- Some frameworks may be adopted by default
 - Business requirement
 - Especially SOX and Basel
- Questions of integration
 - E.g. ITIL in helpdesk, Six Sigma in development?

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