



ITIL und ISO 20000

ASQF - Arbeitskreis Maturity Models

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Agenda



- Was ist ITIL?
- Die wichtigsten ITIL Prozesse
- Die ISO/IEC 20000 im Überblick
 - Die wichtigsten Anforderungen der ISO 20000-1 an die Prozesse
- Managed Services ↔ Managed Process
- Anwendung der ISO 15504 auf ITIL / ISO 20000
 - ISO 20000 – PAM
 - Assessment Tool: SPICE 121 for ISO 20000

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Was ist ITIL?



ITIL ist ein Hersteller unabhängiges Regelwerk für **IT Service Management**:

- ITIL: „IT Infrastructure Library“ → Bücher
- ITIL ist ein Best Practice Approach
- ITIL ist keine Norm und keine Methode

Viele IT Service Management Tools verwenden die ITIL - Begriffe & Verfahrensregeln; z.B.:

- Incident Management & Problem Management, ...

ITIL war die inhaltliche Basis für den british standard BS 15000

BS 15000 war die inhaltliche Grundlage für ISO 20000

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Entstehungsgeschichte Woher kommt ITIL?



England 1989:

- CCTA – Central Computer and Telecommunications Agency
- CCTA schrieb Richtlinien: „best practice guides“ > 40 Bücher

CCTA wurde zu OGC – Office Of Government Commerce

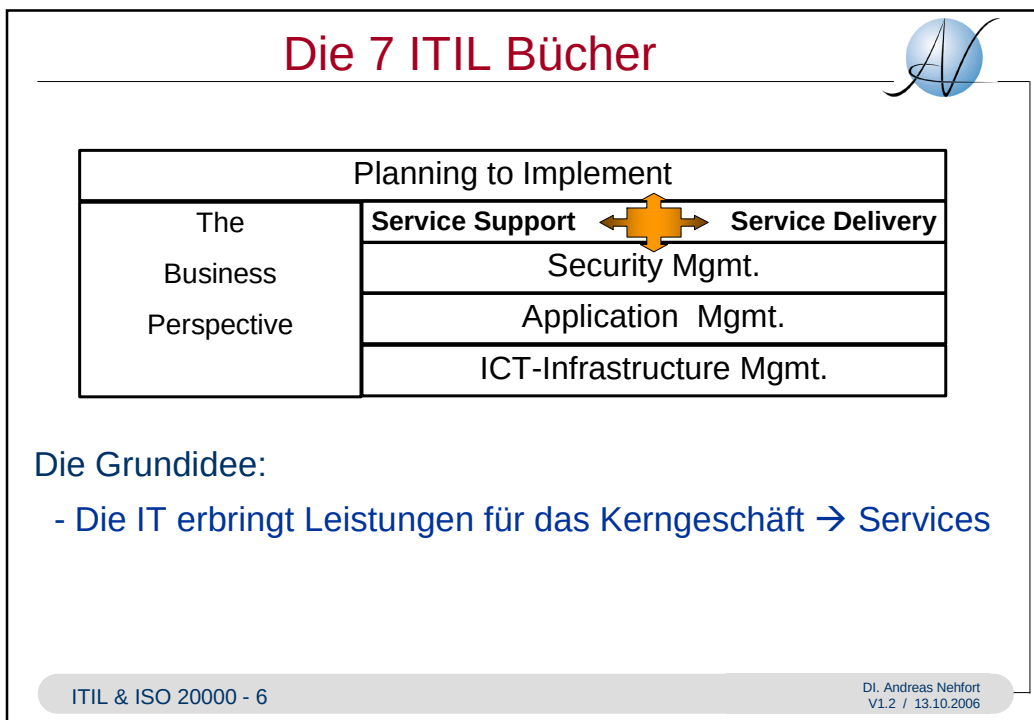
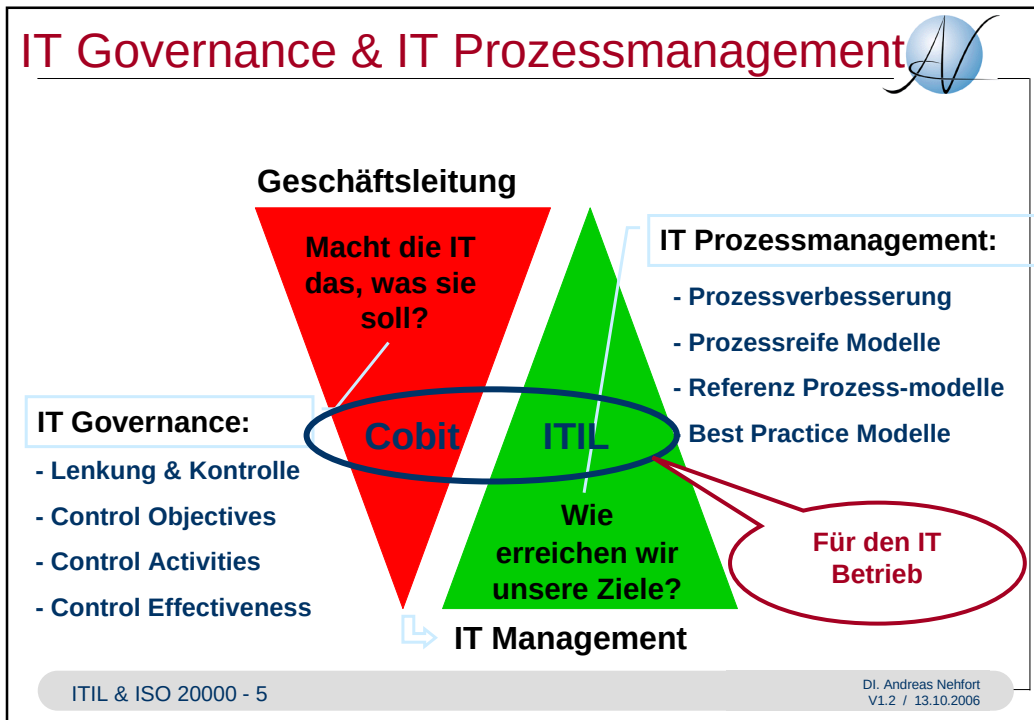
- OGC konsolidierte diese Bücher → 7 Bücher

Heute ist ITIL ®

- eine geschützte Marke der OGC
- ein de-facto Standard für IT Service Management
- ein Markt für Trainingsanbieter, Berater & Tool-Hersteller

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Was ist ein Service?



Der Begriff Service bedeutet nach ITIL, dass ein oder mehrere IT-Systeme einen Geschäftsprozess ermöglichen oder unterstützen.

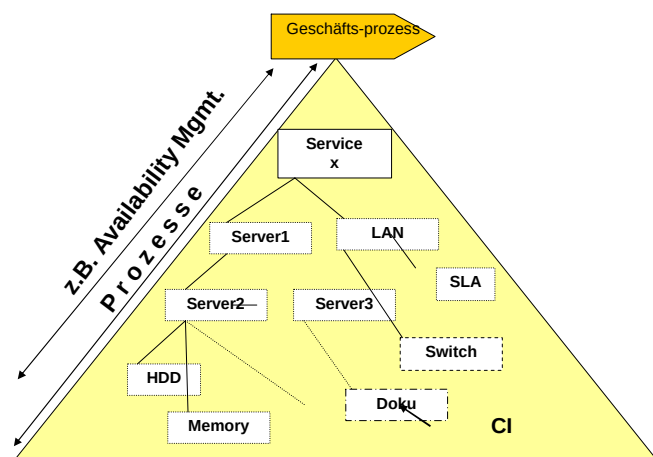
Unter dem Begriff System sind Prozesse, Hardware, Software, Facilities und Arbeitskraft zusammengefasst.

Ein Service wird in einem **Service Level Agreement** vereinbart

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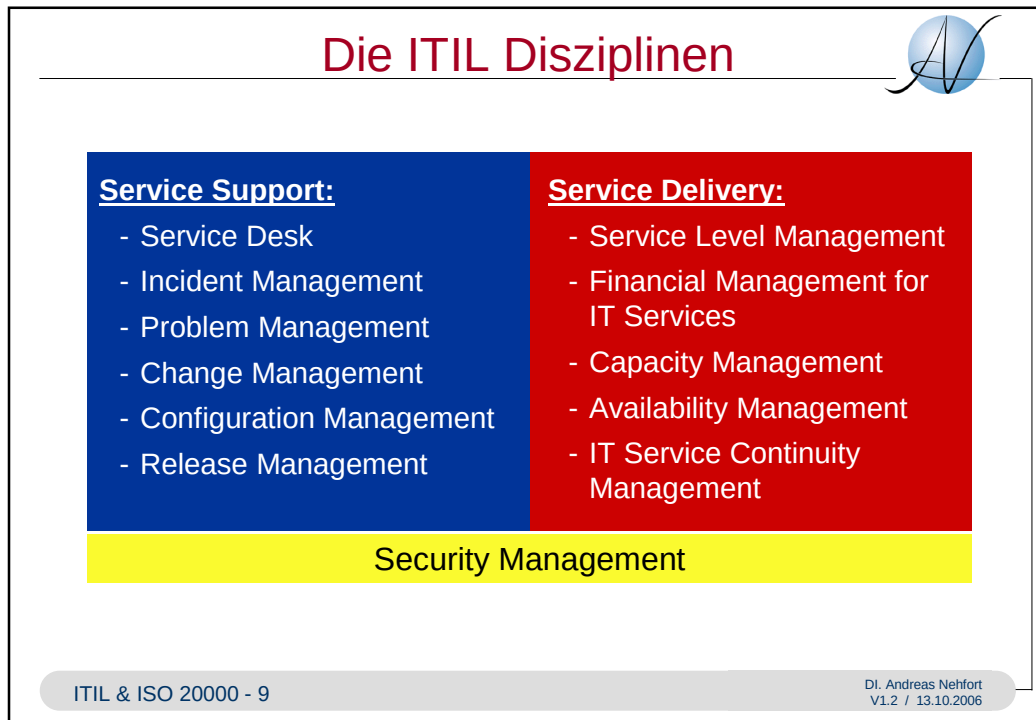
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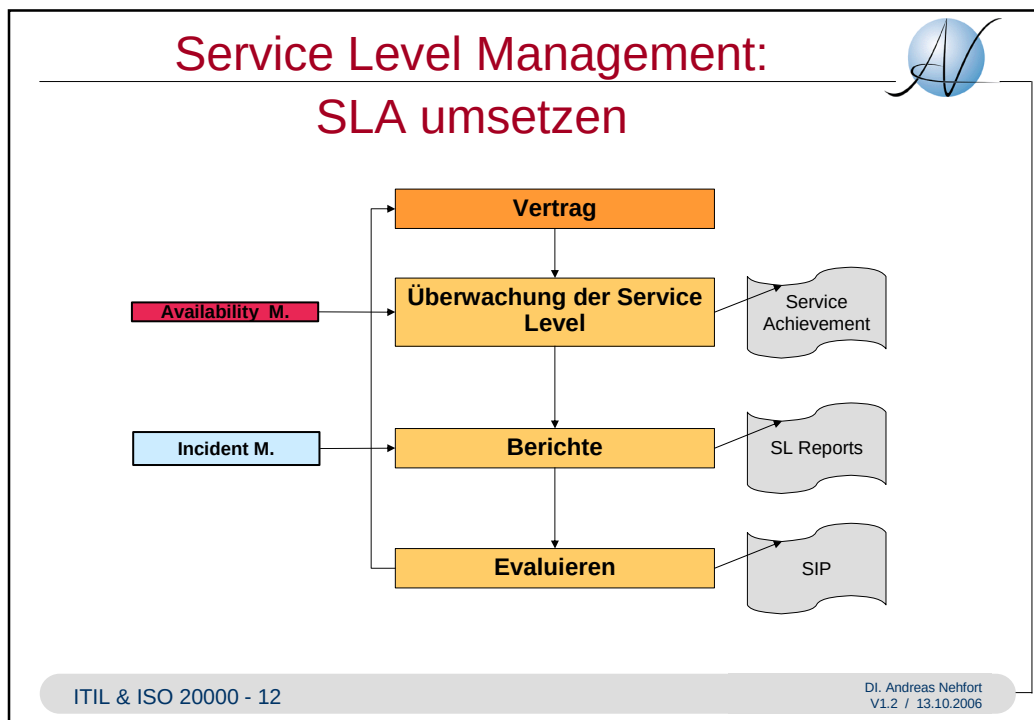
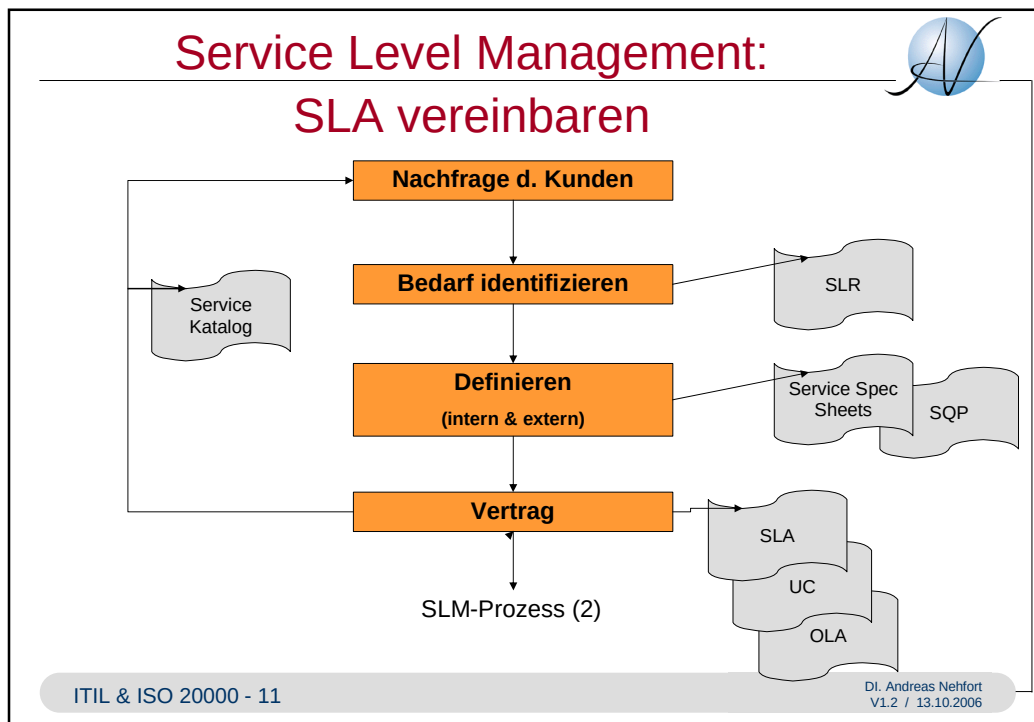
Servicebaum



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Incident Management Ziel und Input



Ziel:

- rasche und effiziente Wiederherstellung bei Zwischenfällen (Incidents) zur Zufriedenheit des Anwenders

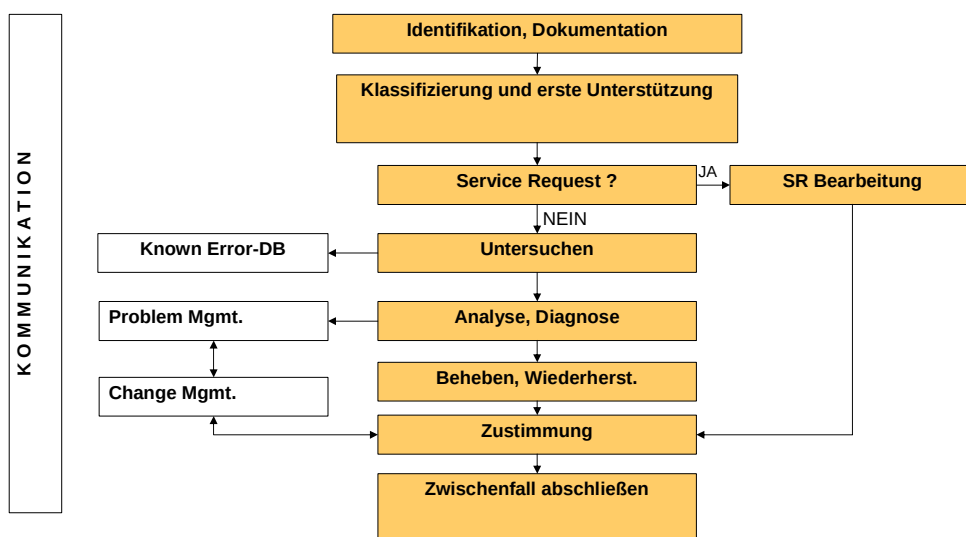
Input:

- Informationen über Incidents (z.B. vom Service Desk)
- CMDB Informationen
- Details/Informationen der Behebung

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Aktivität: Incident Control



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Problem Management Ziel und Input



Ziel:

- Finden von Ursachen → Known Error
- Lösungen zu Known Errors finden

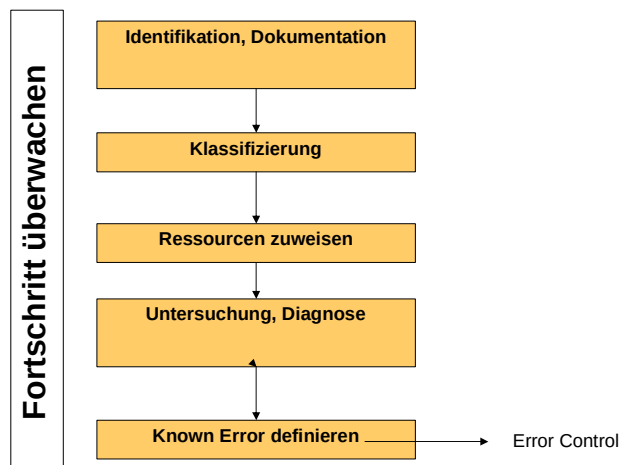
Input:

- Informationen über Incidents
- Informationen aus der CMDB
- Workaround - Informationen

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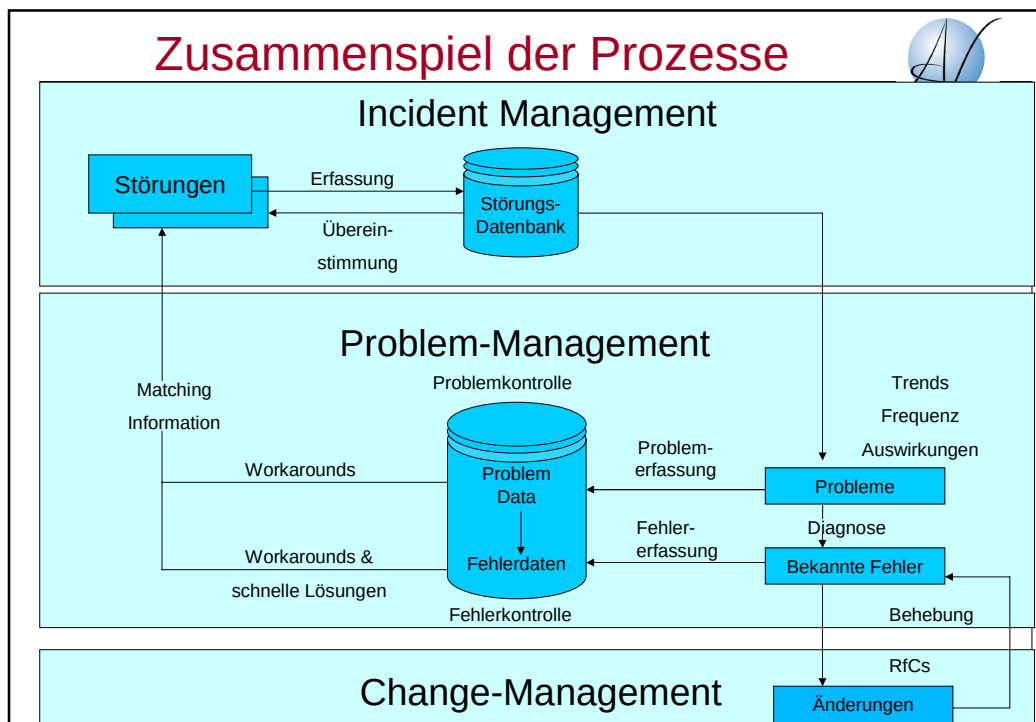
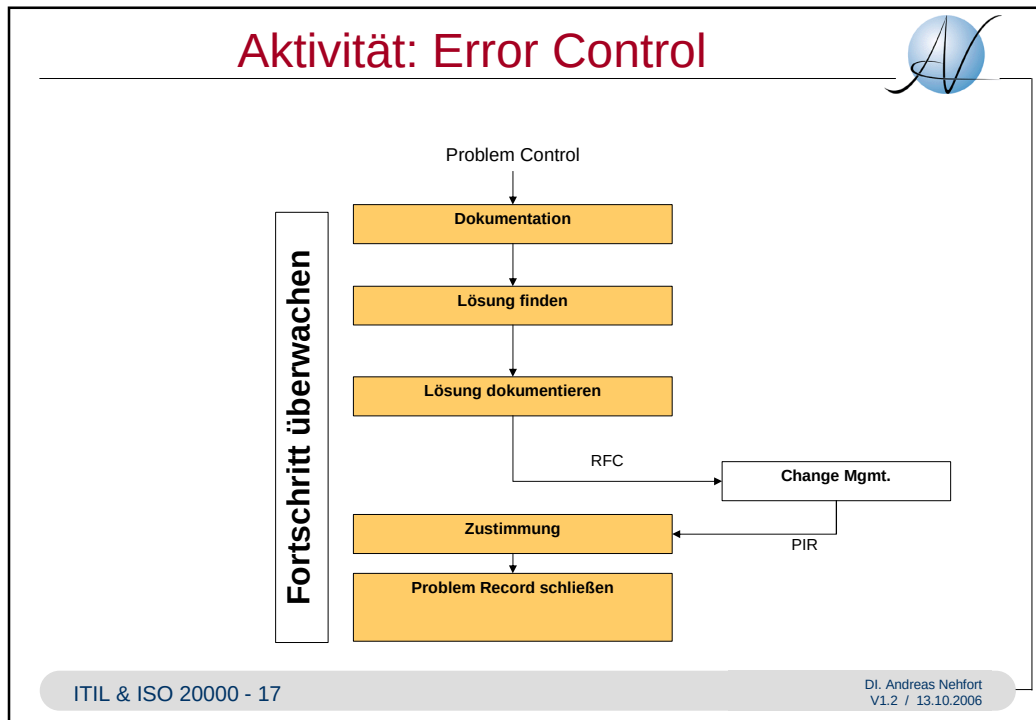
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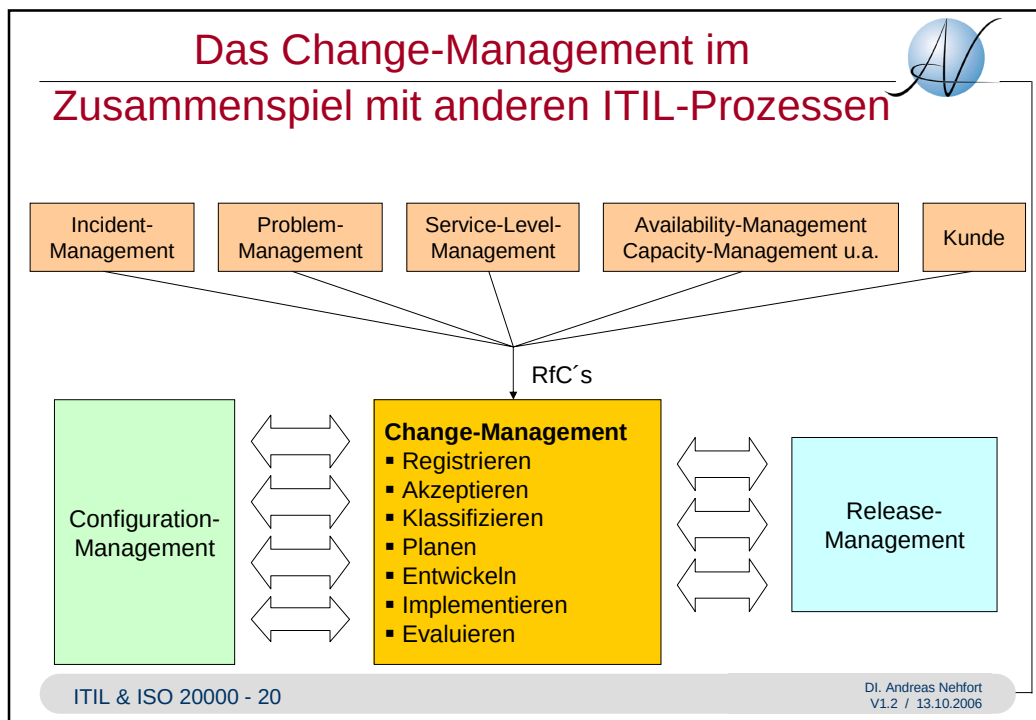
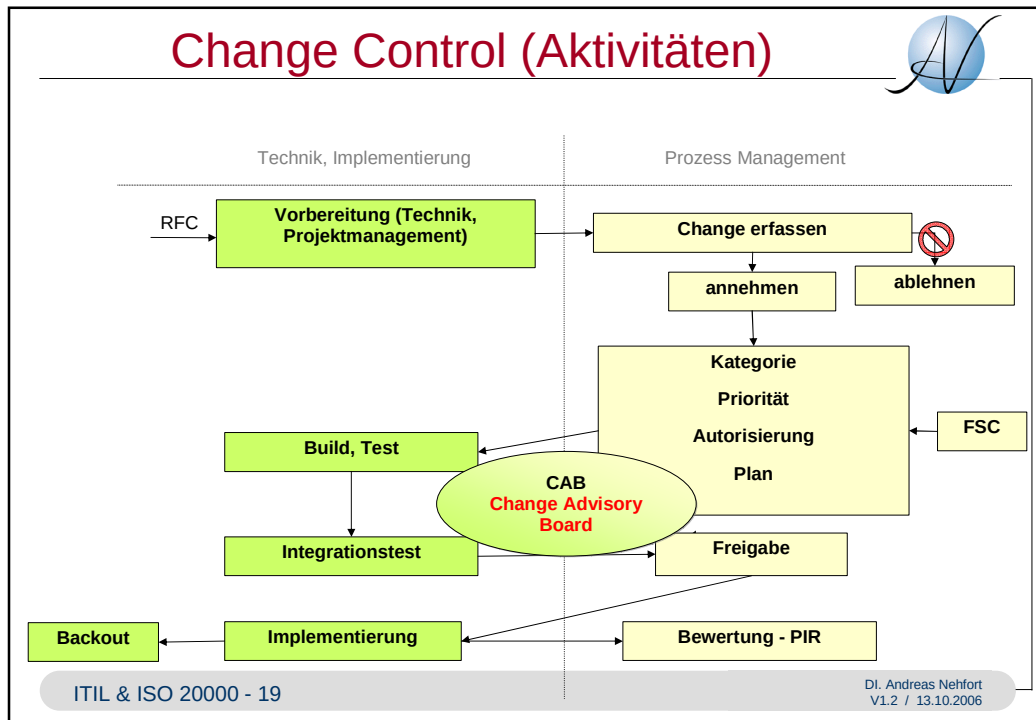
Aktivität: Problem Control

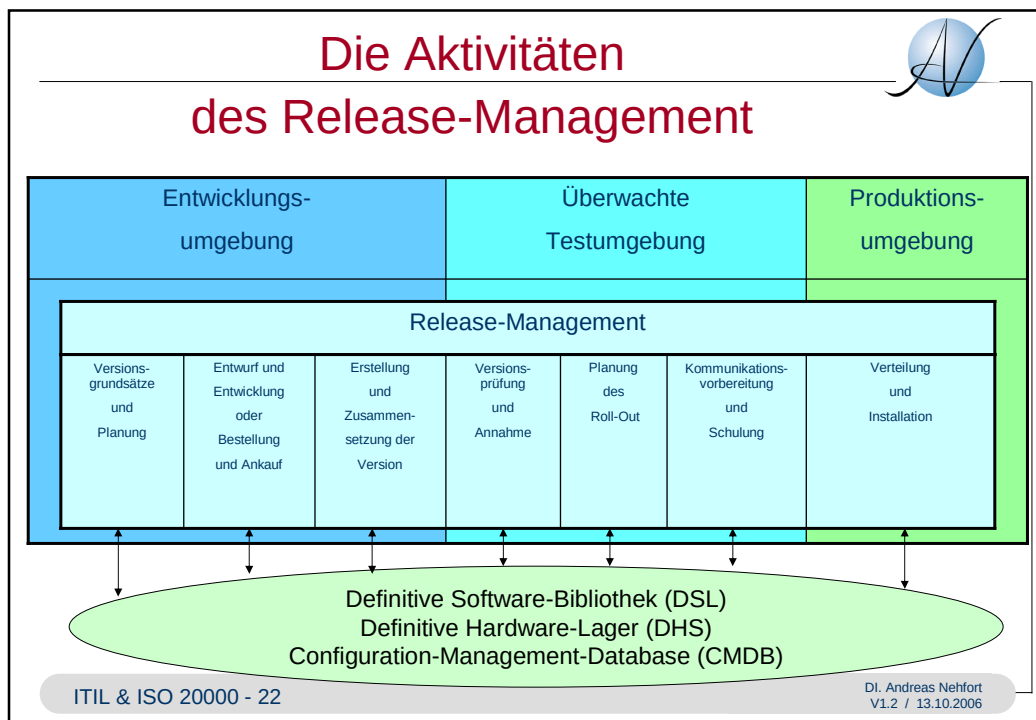
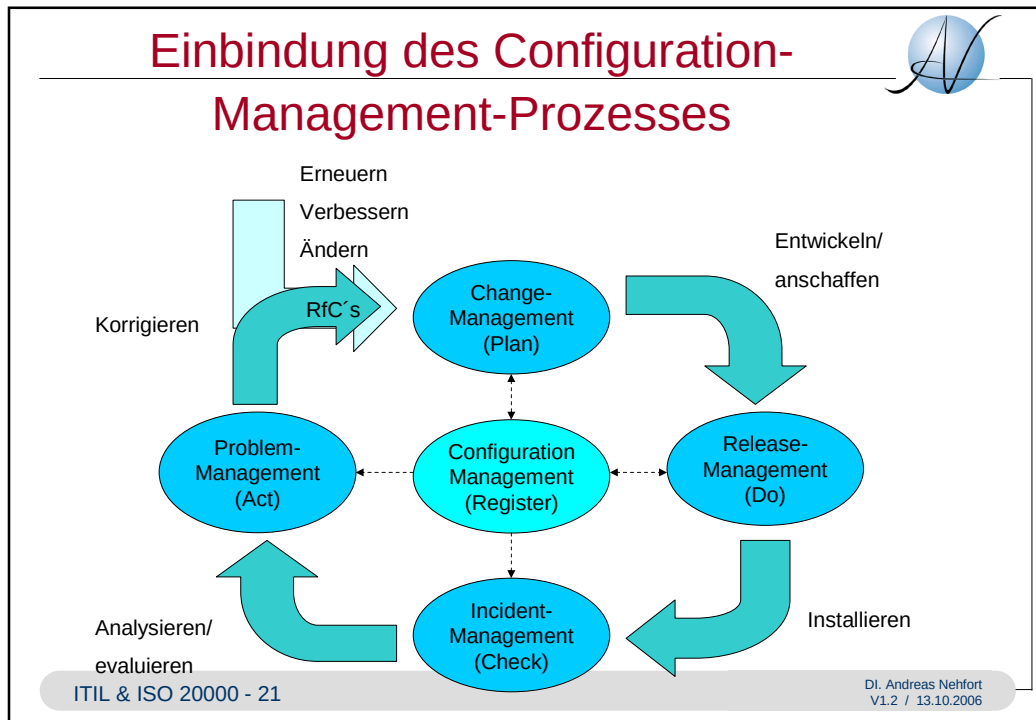


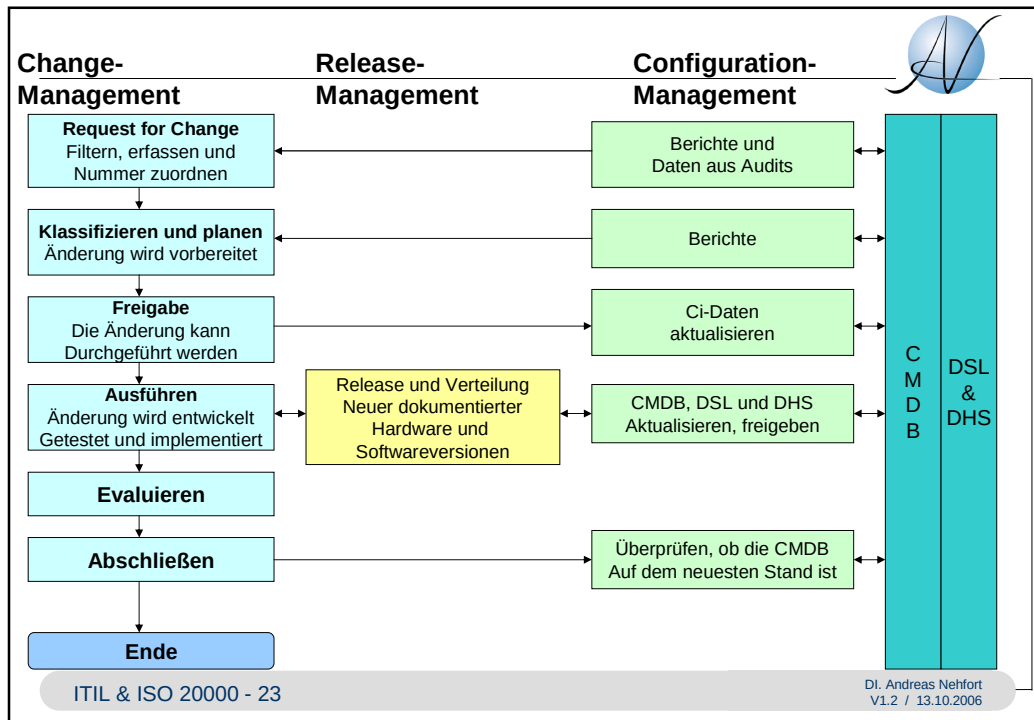
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ISO 20000 – Der ISO Standard für IT Service Management

Die ISO 20000 erweitert das ITIL best practice Framework um das Konzept der integrierten Managementsysteme:

- ISO 20000-1: Information Technology – Service Management Part 1: Specification
- ISO 20000-2: Information Technology – Service Management Part 2: Code of Practice

Zweck der ISO 20000: Zertifizierung

- Zertifizierung von Unternehmen auf der Basis Ihrer IT Service Management Prozesse
- Die Zertifizierung nach ISO 20000 wird für IT Service Organisationen das ISO 9001-Zertifikat ersetzen oder ergänzen

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ITIL bildet den inhaltlichen Kern des Standards ISO 20000

Die ISO 20000 hat somit zwei konzeptuelle Wurzeln:

- ISO 9001: Integrierte Managementsysteme
- BS 15000: Der bisherige ITIL-Standard

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ISO 20000 → Managed Services



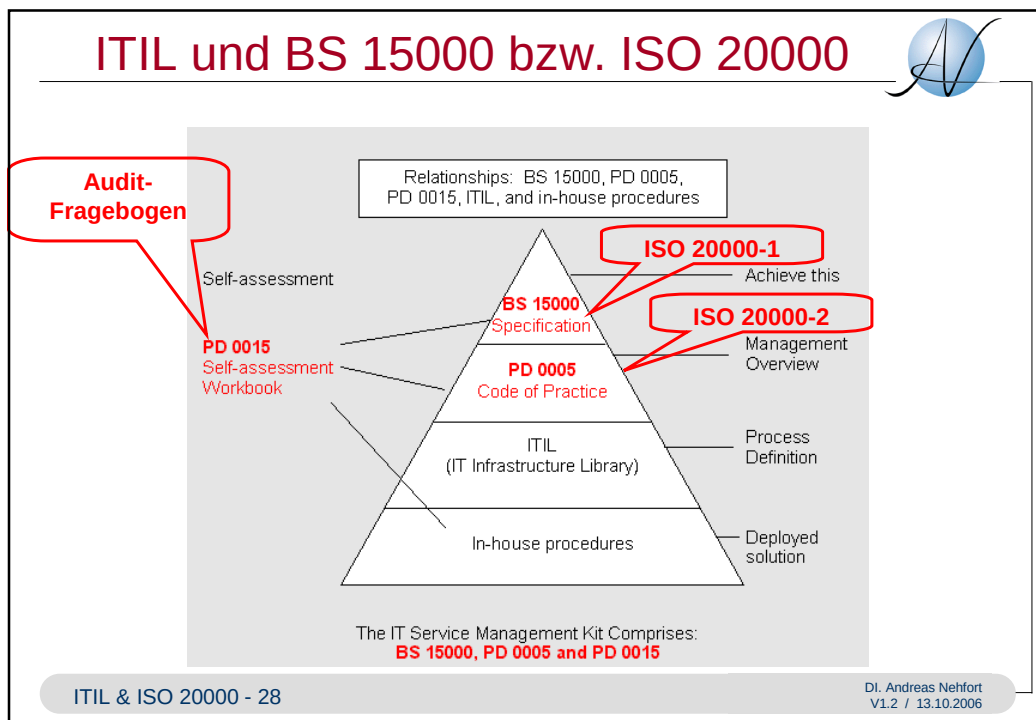
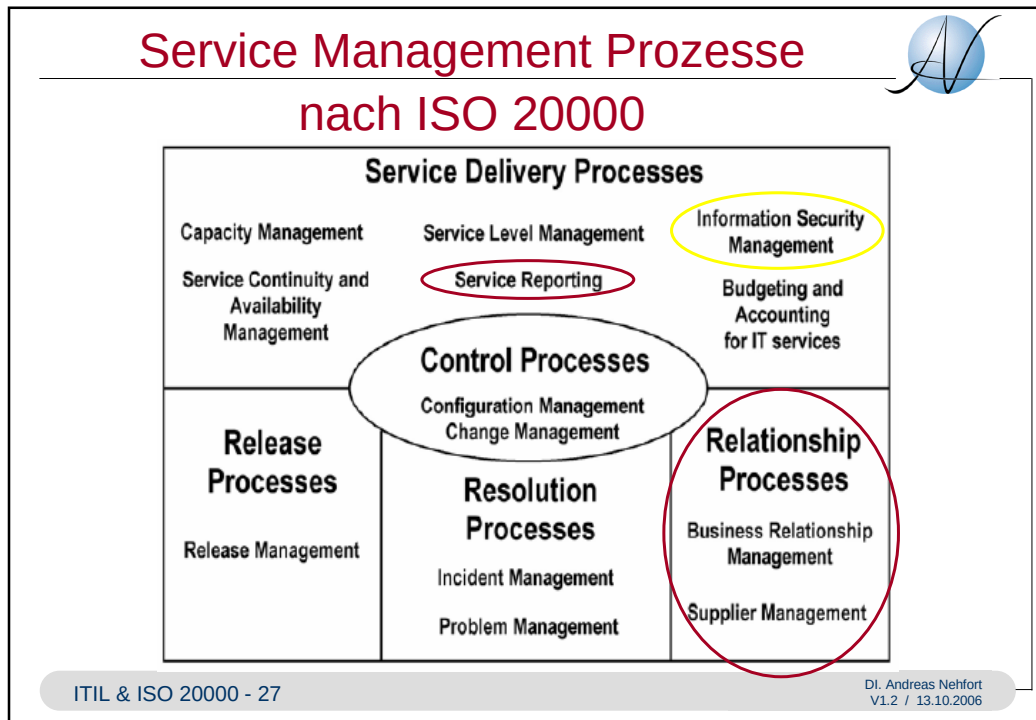
ISO/IEC 20000 defines the **requirements for a service provider** to deliver **managed services** of an acceptable quality for its customers.

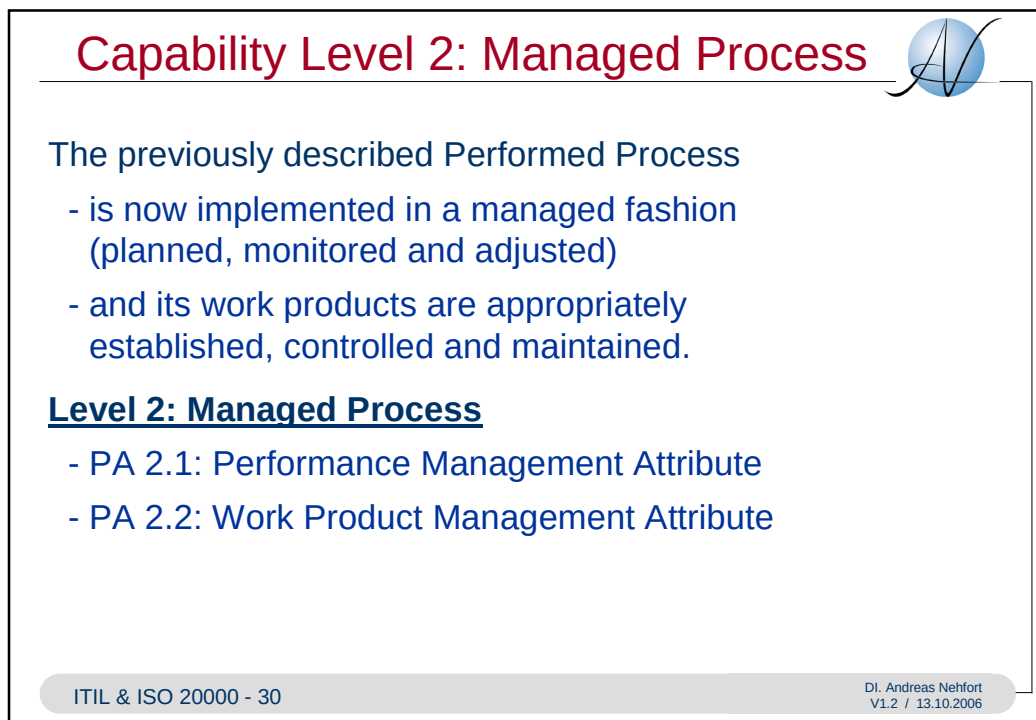
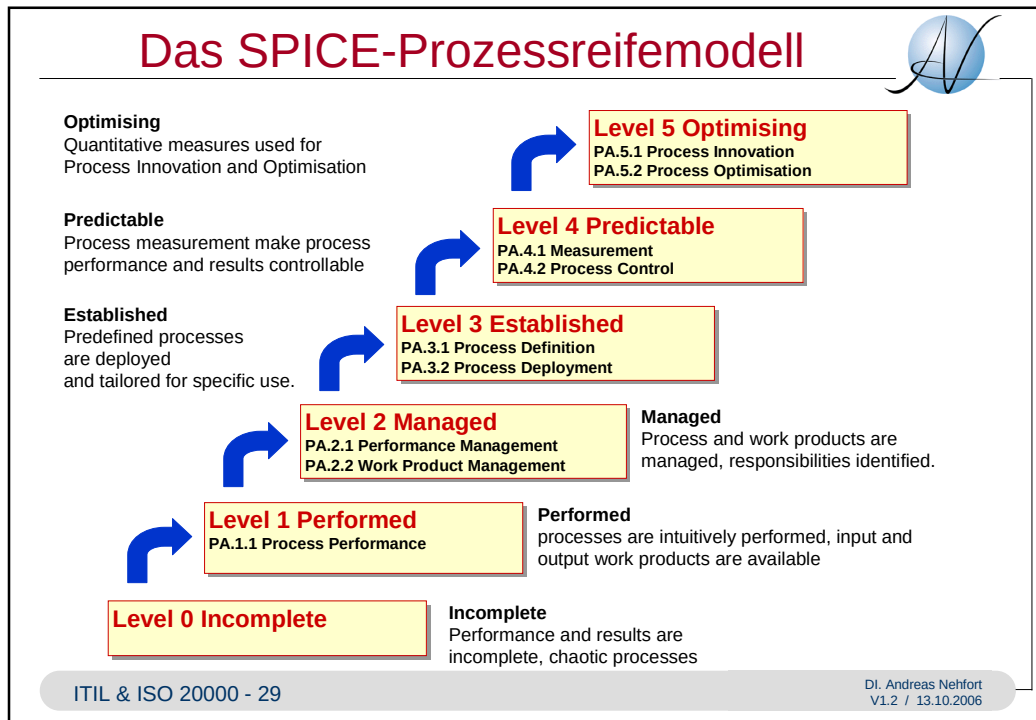
It may be used:

- a) by businesses that are going out to tender for their services;
- b) by businesses that require a consistent approach by all service providers in a supply chain;
- c) by service providers to benchmark their IT service management;
- d) as the basis for an independent assessment;
- e) by an organization which needs to demonstrate the ability to provide services that meet customer requirements; and
- f) by an organization which aims to improve service through the effective application of processes to monitor and improve service quality.

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PA 2.1 Performance Management Attr.

The performance management attribute is a measure of the extent to which the performance of the process is managed.

As a result of full achievement of this attribute:

- a) objectives for the performance of the process are identified;
- b) performance of the process is planned and monitored;
- c) performance of the process is adjusted to meet plans;
- d) responsibilities and authorities for performing the process are defined, assigned and communicated;
- e) resources and information necessary for performing the process are identified, made available, allocated and used;
- f) interfaces between the involved parties are managed to ensure both effective communication and also clear assignment of responsibility.

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PA 2.2 Work Product Management Attr.

The work product management attribute is a measure of the extent to which the work products produced by the process are appropriately managed.

As a result of full achievement of this attribute:

- a) requirements for the work products of the process are defined;
- b) requirements for documentation and control of the work products are defined;
- c) work products are appropriately identified, documented, and controlled;
- d) work products are reviewed in accordance with planned arrangements and adjusted as necessary to meet requirements.

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Die Anforderungen der ISO 20000



- Kapitel 3. Requirements for a Management System
- Kapitel 4. Planning & Implementing Service Management
- Kapitel 5. Planning & Implementing New or Changed Services
- Kapitel 6. Service Delivery Processes
- Kapitel 7. Relationship Processes
- Kapitel 8. Resolution Processes
- Kapitel 9. Control Processes
- Kapitel 10. Release Process

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Kap.3.1 Management Responsibility



- Provide leadership for service management
- Establish policy and plans
- Communicate objectives
- Ensure customer satisfaction
- Appoint responsibility for service management
- Provide resources for service management
- Manage Risks for service management
- Conduct management reviews for service management

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Kap. 3.2 Documentation Requirements



- Establish documentation procedure and responsibility
- Establish documented policies required by this standard
- Establish documented plans required by this standard
- Establish documented processes and procedures required by this standard
- Establish records required by this standard

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Kap. 3.3 Competence, Awareness & Training



- Define service management roles and responsibilities according to required competencies
- Review and manage competencies and training needs
- Ensure awareness

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Kap. 4.1 Plan Service Management (Plan)

- Plan service management
- Define the scope of service management
- Define the objectives for service management
- Define the processes for service management
- Define responsibility for service management
- Define the Risk Analysis and Management approach
- Define the approach for interfacing to service related projects
- Plan resources for service management
- Plan tool-support for service management
- Plan quality management
- Align service management planning

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Kap. 4.2 Implement Service Management and Provide the Service (Do)

- Implement the service plan
- Allocate funds and budget
- Allocate Roles and responsibilities
- Provide documentation
- Ensure Risk management
- Manage teams
- Manage facilities and budget
- Report progress
- Co-ordinate service management processes

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Kap. 4.3 Monitoring, Measuring and reviewing (Check)



- Monitor services (Measurement)
- Review services
- Plan audit program
- Perform audits

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Kap. 4.4 Continual Improvement (Act)



- Establish a policy on service improvement
- Manage improvements:
 - Collect and analyse improvement data
 - Identify, plan and implement improvements (service provider)
 - Consult with all parties involved (service provider)
 - Set targets for improvements in quality, costs and resource utilization (service provider)
 - Consider relevant improvement inputs (service provider)
- Measure, report and communicate the service improvements
- Revise the service management policies, processes, procedures and plans
- Deliver improvement

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Kap. 5. Planning new or changed Services

- Analyze proposals for new or changed services
- Plan and approve new or changed services
- Define roles and responsibilities for new or changed services
- Plan service changes
- Plan communication for new or changed services
- Plan contracting for new or changed services
- Plan human resources for new or changed services
- Plan skills and training requirements for new or changed services
- Plan processes and infrastructure for new or changed services
- Plan budgets and time scales for new or changed services
- Plan acceptance criteria for new or changed services
- Plan expected outcomes for new or changed services

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Kap. 5. Implementing new or changed Services

- Approve new or changed services
- Implement new or changed services according to plan
- Report outcomes of new or changed services

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ISO 15504 ⇔ ISO 20000



Viele Forderungen der ISO 20000 kommen einem bekannt vor:

- Detaillierte Planung
- Vorgehen nach Plan
- Rollen und Verantwortlichkeiten
- Awareness & Training
- Plan-Do-Check-Act-Zyklus
- Dokumentierte Prozesse und Verfahren

Im Detail sind diese Forderungen nicht so präzise und daher schwer zu interpretieren!

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ISO 15504 ⇔ ISO 20000



Erste Erfahrungen aus der Praxis der Zertifizierungsaudits:

- Die Zertifizierung nach BS15000 / ISO20000 steht in der Tradition der Zertifizierung nach ISO 9001.
- ISO 9001 zertifizierte Organisationen haben in der Regel deutliche Gaps bezüglich CL2 und CL3!
- Das PD 0015 Self Assessment Workbook (BS15000) wird von den Auditoren als Audit-Fragebogen verwendet.
 - Diese Fragen lassen deutliche Gaps bezüglich CL2 / CL3!

Für die Zertifizierung nach ISO 20000 wird nur akkreditiert, wer bereits akkreditiert ist (z.B. für ISO 9001)

- Das Zertifizierungsgeschäft bleibt in bekannten Händen ...

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ISO 20000 - PAM



Assessment Model für ISO 20000-1

Ziele:

- Konform zu ISO 15504-2
- Unterstützung für Anwender der ISO 20000
- Kontakt zur „relevant community of interest“

Fernziel:

- Abbildung der Forderungen der ISO 20000-1 in einem ISO 15504 konformen Maturity Model (Part 7)
- Kontakt zu den Normungsgremien

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ISO 20000 – PAM Struktur und Inhalte



Zwei Process Categories:

- Service Management System → Kap. 3 – 5 der Norm
- Service Management Processes → Kap. 6 – 10 der Norm

Acht Process Groups:

- Die Kapitel 3 – 10 der Norm

Alle Forderungen der ISO 20000-1 werden

- als „Base Practices“ abgebildet.

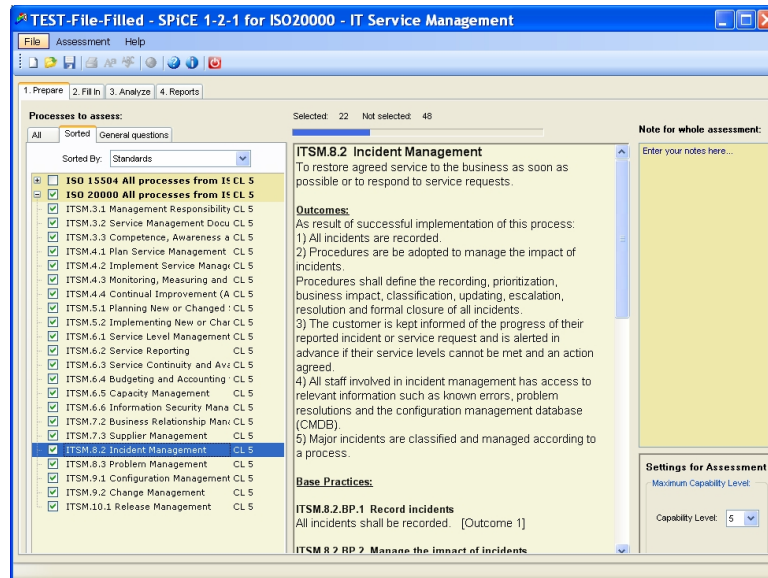
Das PAM ist Basis für ein Assessment Tool:

- **SPICE 121 for ISO 20000**

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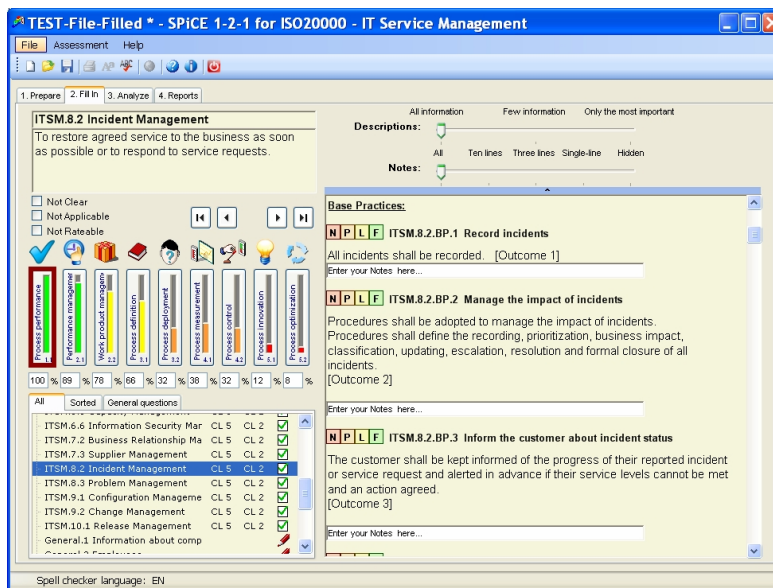
SPICE 121 for ISO20000 - Prepare



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SPICE 121 for ISO20000 – Fill in



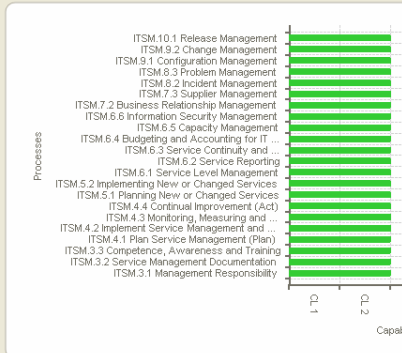
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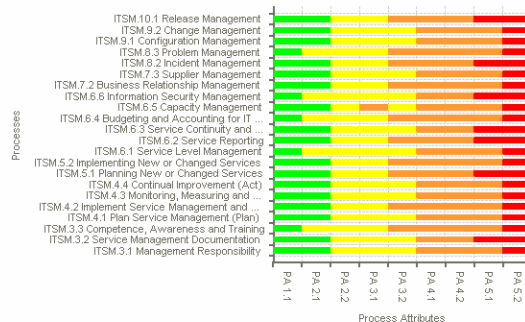
SPICE 121 for ISO20000 – Analyze Assessment Charts



CLC chart for Standards ISO 20000



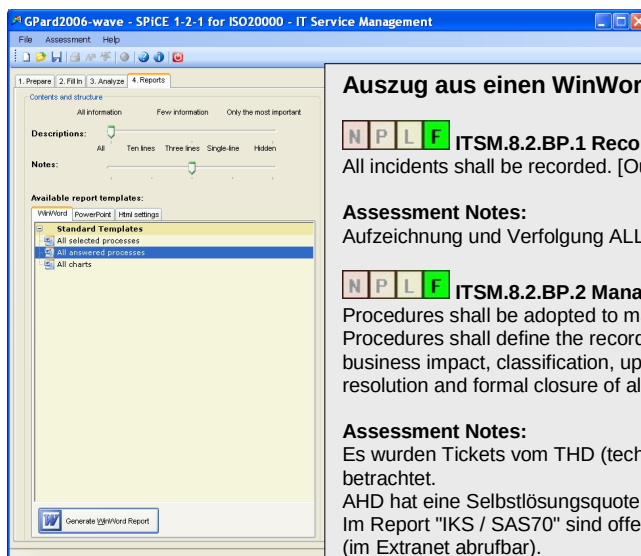
PAC chart for Standards ISO 20000



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SPICE 121 for ISO20000 - Reports



Auszug aus einem WinWord Report:

N P L F ITSM.8.2.BP.1 Record incidents
All incidents shall be recorded. [Outcome 1]

Assessment Notes:

Aufzeichnung und Verfolgung ALLER Incidents Remedy-SMART

N P L F ITSM.8.2.BP.2 Manage the impact of incidents
Procedures shall be adopted to manage the impact of incidents. Procedures shall define the recording, prioritization, business impact, classification, updating, escalation, resolution and formal closure of all incidents. [Outcome 2]

Assessment Notes:

Es wurden Tickets vom THD (techn.) und AHD (Anwendung) betrachtet.
AHD hat eine Selbstlösungsquote von >90%.
Im Report "IKS / SAS70" sind offene Tickets sichtbar (im Extranet abrufbar).

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Danke für Ihre Aufmerksamkeit!

Diskussion ...

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Zur Person: DI. Andreas Nehfort



Selbständiger Berater → Nehfort IT-Consulting KEG (seit 1986)

Mein Fokus: IT Prozesse - Consulting & Training

- Assessment Based Process Improvement
 - SPiCE / ISO15504, Automotive SPICE, CMMI
- Agile Prozesse
- IT-Projekt Management & IT-Qualitätsmanagement
- *it*SMF Certified ISO/IEC 20000 Consultant

Software Process Assessments:

- INTACS certified ISO 15504 Assessor (Competent Assessor)
- CMMI Assessor

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