



Prozessmanagement-Summit 2007

Definierte Standardprozesse als Grundlage für erfolgreiche Service Level Agreements

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Agenda



- SLAs: Die Anforderungen nach ISO 20000-1
 - Service Level Management
 - Service Reporting
- Das SPICE Prozessreifegrad-Modell (ISO 15504)
 - Die Anforderungen an einen „Defined Process“
- SPICE als Best Practice für Prozessmanagement
- SPICE 1-2-1: Assessment Tool für IT Service Management
- SLAs & Prozessreife

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Service Level Agreements aus Sicht des Kunden



Service Level Agreements bedeuten:

- Definierte bedarfsgerechte Services
 - Mit einer definierten Leistung (WAS?)
 - Mit definierten Leistungsparametern (WIE GUT?)
- Betriebssicherheit → reduziertes Risiko

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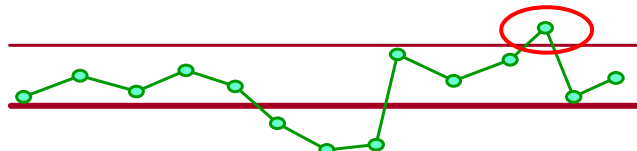
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Service Level Agreements aus Sicht des Lieferanten



Definierte bedarfsgerechte Services:

- Mit einer definierten Leistung (WAS?)
- Mit definierten Leistungsparametern (WIE GUT?)
- Mit einer Dokumentation der Performance (IST)
 - Dokumentation allfälliger Abweichungen vom SLA.
- Maßnahmen bei Abweichungen



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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

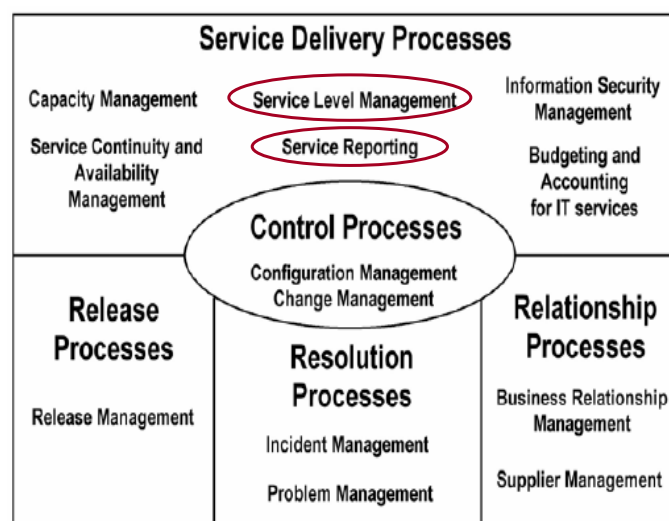
Zweck der ISO 20000 ist die Zertifizierung

- 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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ISO 20000 Service Management Processes



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ISO 20000-1: 6.1 Service Level Management



Objective:

To define, agree, record and manage levels of service.

- The full range of services to be provided together with the corresponding service level targets and workload characteristics shall be agreed by the parties and recorded.
- Each service provided shall be defined, agreed and documented in one or more service level agreements (SLAs).
- SLAs, together with supporting service agreements, supplier contracts and corresponding procedures, shall be agreed by all relevant parties and recorded.

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ISO 20000-1: 6.1 Service Level Management



- The SLAs shall be under the control of the change management process.
- The SLAs shall be maintained by regular reviews by the parties to ensure that they are up-to-date and remain effective over time.
- Service levels shall be monitored and reported against targets, showing both current and trend information.
- The reasons for non-conformance shall be reported and reviewed. Actions for improvement identified during this process shall be recorded and provide input into a plan for improving the service.

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ISO 20000-1: 6.2 Service reporting



Objective:

To produce agreed, timely, reliable, accurate reports for informed decision making and effective communication.

There shall be a clear description of each service report including its identity, purpose, audience and details of the data source.

Service reports shall be produced to meet identified needs and customer requirements. Service reporting shall include:

- a) performance against service level targets;
- b) non-compliance and issues, e.g. against the SLA, security breach;
- c) workload characteristics, e.g. volume, resource utilization;
- d) performance reporting following major events, e.g. major incidents and changes;
- e) trend information;
- f) satisfaction analysis.

Management decisions and corrective actions shall take into consideration the findings in the service reports and shall be communicated to relevant parties.

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ISO 15504 / SPICE



ISO/IEC 15504: Information Technology – Process Assessment

- ISO/IEC 15504-1: Part 1: Concepts and Vocabulary
- **ISO/IEC 15504-2: Part 2: Performing an Assessment**
- ISO/IEC 15504-3: Part 3: Guidance on Performing an Assessment
- ISO/IEC 15504-4: Part 4: Guidance on use for process improvement and process capability determination
- ISO/IEC 15504-5: Part 5: An exemplar process assessment model
- ISO/IEC TR 15504: Part 6: Exemplar Systems Life Cycle Processes Assessment Model (based on ISO 15288)
- ISO/IEC 15504: Part 7: Assessment of Organisational Maturity

red: normativ blue: informative green: under development

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SPICE



Die zwei Konzepte der ISO 15504

SPICE Referenzprozess-Modelle:

- Definieren die Anforderungen an die Prozessdurchführung zur Ziel-Erreichung → **WAS ist zu tun?**

Das SPICE Reifegradmodell:

- Definiert Kriterien für unterschiedliche Stufen der Prozessfähigkeit → Process Capability → **Wie gut?**

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Prozessfähigkeit / Process Capability



Die Fähigkeit eines Prozesses seine Ziele zu erreichen!

- Prozessplanung
- Prozessdurchführung & Ergebnisse
- Prozesslenkung & Prozessmessung
- Prozessverbesserung

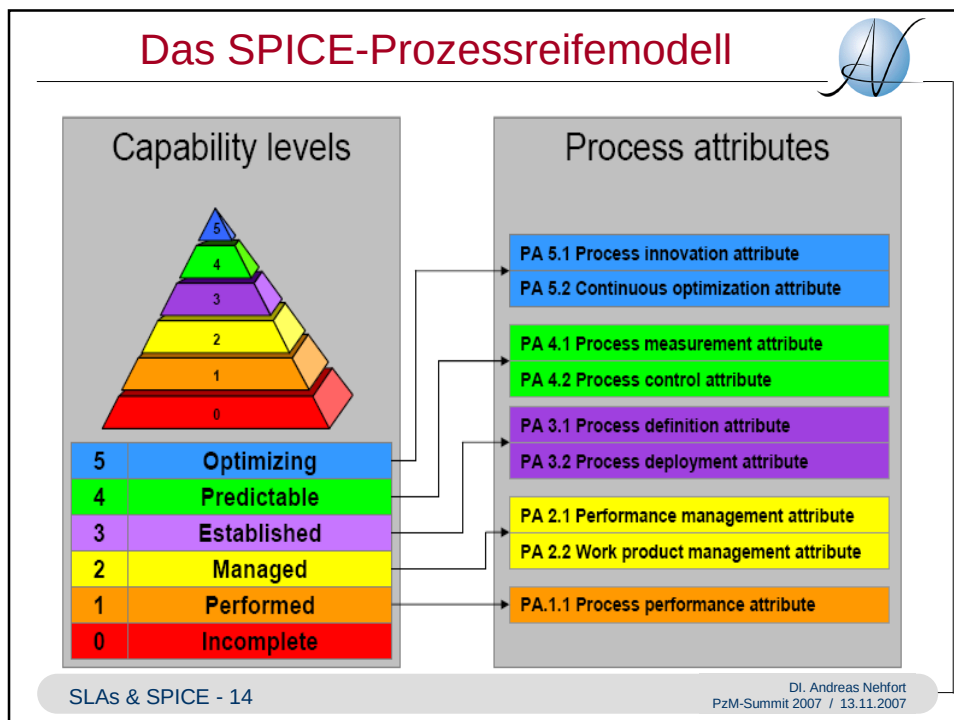
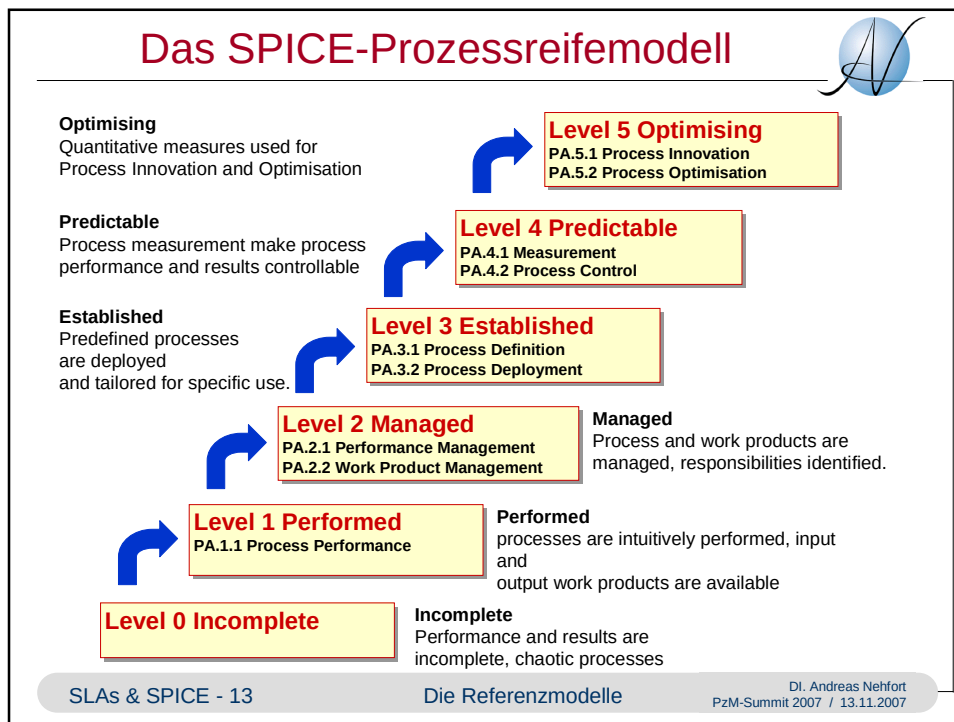
Mit **zunehmender Prozessfähigkeit** werden die Ergebnisse des Prozesses **besser vorhersagbar!**

Bewertet wird die Process Capability

- mittels Process Assessment
- anhand der Kriterien eines Assessmentmodells

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Capability Level 0 und Level 1



Capability Level 0:

- The Process is not implemented
- or fails to achieve its Process Purpose!

Capability Level 1:

- **PA 1.1: Process Performance Attribut**

- The Process Performance Attribute is a measure of the extent to which the process purpose is achieved.
- As a result of full achievement of this attribute:
a.) „The process achieves its defined outcomes!“

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Capability Level 2: Managed Process



The previously described Performed process

- is now implemented in a managed fashion (planned, monitored and adjusted)
- and its work products are appropriately established, controlled and maintained.

Level 2: Managed Process

- PA 2.1: Performance Management Attribute
- PA 2.2: Work Product Management Attribute

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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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Capability Level 3: Established Process

The previously described Managed process is now

- implemented using a defined process
- that is capable of achieving its process outcomes.

Level 3: Established Process

- PA 3.1: Process Definition Attribute
- PA 3.2: Process Deployment Attribute

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PA 3.1 Process Definition Attribute

The process definition attribute is a measure of the extent to which a standard process is maintained to support the deployment of the defined process.

As a result of full achievement of this attribute:

- a) a standard process, including appropriate tailoring guidelines, is defined that describes the fundamental elements that must be incorporated into a defined process;
- b) the sequence and interaction of the standard process with other processes is determined;
- c) required competencies and roles for performing a process are identified as part of the standard process;
- d) required infrastructure and work environment for performing a process are identified as part of the standard process;
- e) Suitable methods for monitoring the effectiveness and suitability of the process are determined.

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PA 3.2 Process Deployment Attribute



The process deployment attribute is a measure of the extent to which the standard process is effectively deployed as a defined process to achieve its process outcomes.

As a result of full achievement of this attribute:

- a) a defined process is deployed based upon an appropriately selected and/or tailored standard process;
- b) required roles, responsibilities and authorities for performing the defined process are assigned and communicated;
- c) personnel performing the defined process are competent on the basis of appropriate education, training, and experience;
- d) required resources and information necessary for performing the defined process are made available, allocated and used;
- e) required infrastructure and work environment for performing the defined process are made available, managed and maintained;
- f) appropriate data are collected and analysed as a basis for understanding the behaviour of, and to demonstrate the suitability & effectiveness of the process, and to evaluate where continuous improvement of the process can be made.

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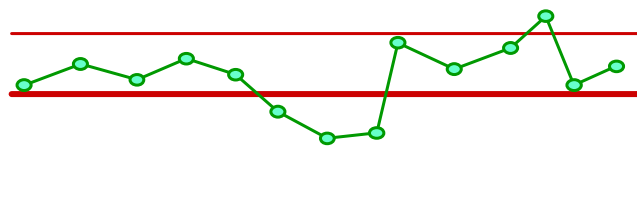
Capability Level 4: Predictable Process



The previously described Established process now operates within defined limits to achieve its process outcomes.

Level 4: Predictable Process

- PA 4.1: Process Measurement Attribute
- PA 4.2: Process Control Attribute



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PA 4.1 Process Measurement Attr.



The process measurement attribute is a measure of the extent to which measurement results are used to ensure that performance of the process supports the achievement of relevant process performance objectives in support of defined business goals.

As a result of full achievement of this attribute:

- a) process information needs in support of relevant defined business goals are established;
- b) process measurement objectives are derived from process information needs;
- c) quantitative objectives for process performance in support of relevant business goals are established;
- d) measures and frequency of measurement are identified and defined in line with process measurement objectives and quantitative objectives for process performance;
- e) results of measurement are collected, analysed and reported in order to monitor the extent to which the quantitative objectives for process performance are met;
- f) measurement results are used to characterize process performance

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PA 4.2 Process Control Attribute



The process control attribute is a measure of the extent to which the process is quantitatively managed to produce a process that is stable, capable, and predictable within defined limits.

As a result of full achievement of this attribute:

- a) analysis and control techniques are determined and applied where applicable;
- b) control limits of variation are established for normal process performance;
- c) measurement data are analysed for special causes of variation;
- d) corrective actions are taken to address special causes of variation;
- e) control limits are re-established (as necessary) following corrective action.

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SPICE als Best Practice für Prozessmanagement



Das SPICE Prozessreifegradmodell liefert einen generischen Baukasten für reife Prozesse:

- Geeignete Basispraktiken, damit der Prozess seinen Zweck erfüllen kann.
- Planung & Lenkung der Prozessdurchführung → CL2
- Planung & Lenkung der Prozessergebnisse → CL2
- Kriterien für die Definition von Standardprozessen → CL3
- Kriterien für den Einsatz von Standardprozessen → CL3
- Kriterien für quantitative Prozessteuerung → CL4

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Ein Best-Practice Beispiel



WAVE Solutions for IT:

- GPard 2006:
Sieger in der Kategorie „Bester IT Prozess“
- Prozess: **„Kunden betreuen, servizieren und beraten
- Incident managen“**
- SPICE Capability Level 4

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Neu: ISO 20000 goes SPICE



Resolution auf der ISO Vollversammlung bezüglich
„SPICE for IT Service Management“ - Moskau, Mai 2007:

- ISO - Process Reference Model (PRM) für ITSM
- ISO - Process Assessment Model (PAM) für ITSM

Das angestrebte Ergebnis:

- **ISO 20000-4** als PRM for ITSM
- **ISO 15504-8** als zugehöriges PAM

ISO wird ein paar Jahre brauchen, um diese Standards heraus
zu bringen ...

**Von unseren Ergebnissen können Sie sofort
profitieren ...**

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SPICE 1-2-1 for ISO 20000



Assessment Tool für IT Service Management

→ ISO 20000-1 → www.spice4iso20000.com

Verfügbar in zwei Versionen:

- **SPICE 1-2-1 for ISO 20000**
 - Assessment Tool für IT Service Management
Prozesse nach ISO 20000-1
- **SPICE 1-2-1 for ISO 15504 and ISO 20000**
 - Assessment Tool für zwei Standards:
ISO 15504-5 & ISO 20000-1
 - Unterstützt einen integrierten SPICE-basierten Ansatz
für SW Engineering & IT Service Management

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SPICE 1-2-1: Prepare

NewAssessment * - SPICE 1-2-1 for ISO15504 and ISO20000

File Assessment Help

1. Prepare 2. Fill In 3. Analyze 4. Reports

Processes to assess:

Sorted By: Standards

Selected: 22 Not selected: 40

Base Practices:

ITSM.6.1.BP.1 Record and Agree Services
Record the full range of services to be provided together with the corresponding service level targets and workload characteristics and agree them by the parties.
[Outcome 1]

ITSM.6.1.BP.2 Define SLAs
Define and document each service provided in one or more service level agreements.
[Outcome 2]

ITSM.6.1.BP.3 Approve SLAs
Approve SLAs, together with supporting service agreements, supplier contracts and corresponding procedures by all relevant parties and record the agreements.
[Outcome 2,3]

ITSM.6.1.BP.4 Review SLAs
Review the SLAs at regular intervals by the parties to ensure that they are up-to-date and remain effective over time.
This refers to:

Note for whole assessment:
Enter your notes here...

Settings for Assessment
Maximum Capability Level
Capability Level: 2

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SPICE 1-2-1: Fill-In

NewAssessment * - SPICE 1-2-1 for ISO15504 and ISO20000

File Assessment Help

1. Prepare 2. Fill In 3. Analyze 4. Reports

ITSM.6.1 Service Level Management
To define, agree, record and manage levels of service.

☐ Not Clear
☐ Not Applicable
☐ Not Rateable

ITSM.6.1 Service Level Management
Purpose:
To define, agree, record and manage levels of service.

Notes:
Enter your Notes here...
Improvements:
Enter your Notes here...

Strengths:
Enter your Notes here...
Weaknesses:
Enter your Notes here...

Base Practices:
N I P L F ITSM.6.1.BP.1 Record and Agree Services
Record the full range of services to be provided together with the corresponding service level targets and workload characteristics and agree them by the parties. [Outcome 1]
Assessment Notes:
Enter your Notes here...

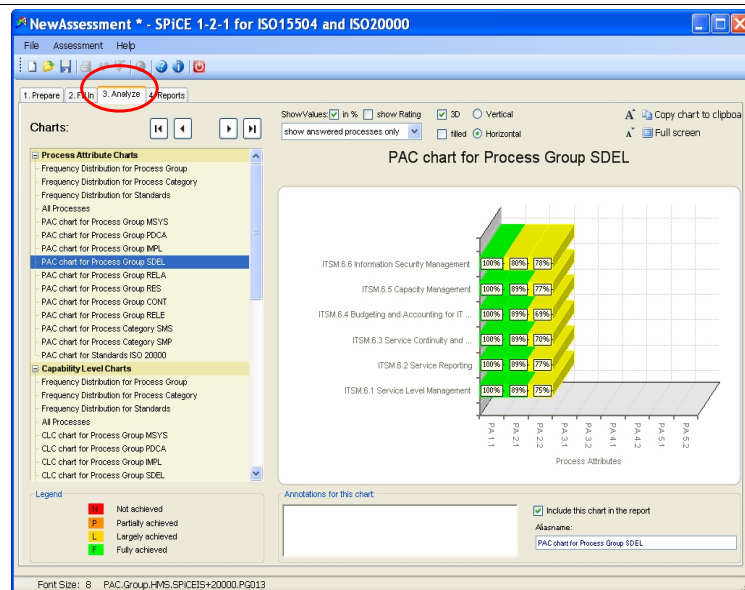
N I P L F ITSM.6.1.BP.2 Define SLAs
Define and document each service provided in one or more service level agreements. [Outcome 2]
Assessment Notes:
Enter your Notes here...

Spell checker language: EN

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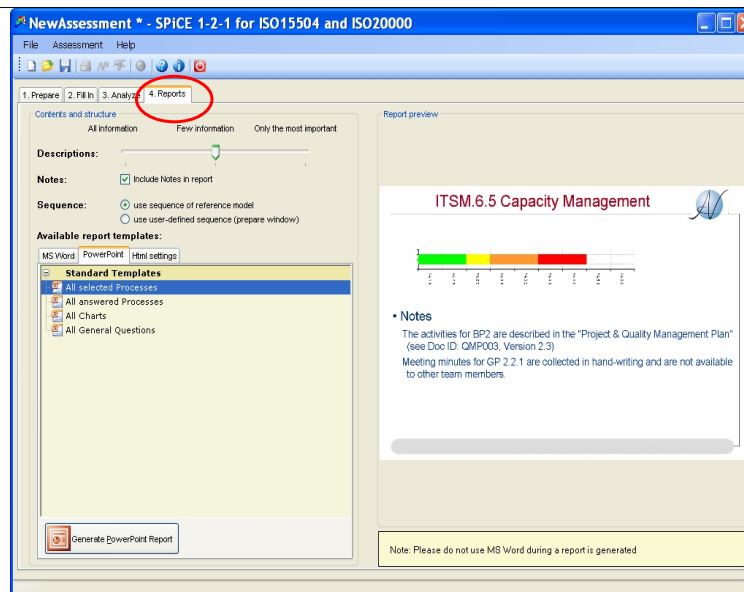
SPICE 1-2-1: Analyze



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SPICE 1-2-1: Reports



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SLAs & Prozessreife



Service Level Agreements:

- SLAs → definierte Prozessleistung sicherstellen
- definierte Prozessleistung → Prozess Reporting
- Prozess Reporting → Prozessleistung messen
- Prozessleistung messen → definierte Prozesse
 - oder Äpfel mit Birnen vergleichen ...

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SLAs & Prozessreife



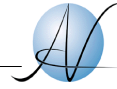
Definierte Standardprozesse:

- Definierte Standardprozesse → etablierte Standards
 - Bewährtes wird zum Standard erhoben
- Etablierte Standards → ermöglichen definierte Leistung
- Etablierte Standards → ermöglichen Vergleichbarkeit
- Etablierte Standards → ermöglichen Prozessmessung
- Prozessmessung → ermöglicht Soll-Ist Vergleich
- Prozessmessung → ermöglicht Prozess Reporting
- Prozess Reporting → ermöglicht Service Level Erfüllung
- Service Level Erfüllung → ermöglicht **erfolgreiche SLAs**

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Assessments für Ihr integriertes Management System



SPICE als Basis für Ihr integriertes Management System

SPICE 1-2-1 als zugehöriges Assessment Tool

SPICE 1-2-1 integriert schrittweise folgende Standards:

- ISO 15505-5 → Software Engineering
- ISO 15504-6 → Systems Engineering
- ISO 20000-1 → IT Service Management
- ISO 27001 → Information Security Management
- ISO 27002 → IT Security Controls
- Ihre spezifischen Prozesse & Controls

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Danke für Ihre Aufmerksamkeit!

Diskussion ...



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