TIPA  Tudor ITSM Process Assessment

an initiative of
TIPA: 7 YEARS EXPERIENCE WITH SPICE FOR IT SERVICE MANAGEMENT

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Find out more @ www.tipaonline.org
Agenda

• TIPA foundations
• What is TIPA?
• How does it work?
• Assessment of IT Service Management Processes
• Process “Assessability”
• TIPA Assessment Project
• International Adoption, Partners and Case studies
• How TIPA creates & adds value?
• Offerings
Public Research Centre Henri Tudor

• Largest public research centre in Luxembourg

• About 450 employees

• Service science and innovation
  → Process assessment
  → IT service management

http://www.tudor.lu
TIPA’s origins

• Market findings
  – Converging software engineering and ITSM aspects throughout ITIL and ISO/IEC 15504 use
  – Quality approaches as experienced by companies
  – Common terminology provided by standards
  – Process approach promoted by standards

• Research questions
  – Does the combined use of ITIL and ISO/IEC 15504 truly increases effectiveness and efficiency and can be adapted to the need of flexibility of today’s organizations?
  – How to improve “process assessability” through the design and build of better-formed process assessment models?
What is TIPA?

TIPA is the result of 7 years of research work, including experimentation, on combining ITIL® with the ISO/IEC 15504.
How does it work?

Process Reference Model
- Domain & Scope
- Process Purpose
- Process Outcomes

Measurement Framework
- Capability Level
- Process Attributes
- Rating scale

Process Assessment Model
- Scope
- Indicators
- Mapping
- Translation

ASSESSMENT PROCESS
- Planning
- Data collection
- Analysis & rating
- Reporting

PRM
“a model comprising definitions of processes in a life cycle described in terms of process purpose and outcomes, together with an architecture describing the relationships between the processes”
[ISO/IEC 15504-1]

PAM
“a model suitable for the purpose of assessing process capability, based on one or more Process Reference Models”
[ISO/IEC 15504-1]
Assessment of ITSM processes?

ITIL® v2 informal process descriptions

R.E. Techniques Goal trees

ISO/IEC 15504 requirements for PRM-PAM

Process Assessment Model (PAM)

Process Reference Model (PRM)

Find out more @ www.tipaonline.org
Assessment of ITSM processes?

- Process Reference Model
  - Service Support & Delivery
  - ITSM processes purpose
  - ITSM processes outcomes

- Process Assessment Model
  - ITSM processes indicators

- Measurement Framework
  - Capability levels
  - Process attributes
  - Rating scale

Assessment of ITSM Processes

TIPA  =  ITIL®  +  ISO 15504

Find out more @ www.tipaonline.org
ITIL V2 PAM Process list

PRIMARY Life Cycle Processes

1. Service Support Group
   1.1 Incident Management
   1.2 Problem Management
   1.3 Configuration Management
   1.4 Change Management
   1.5 Release Management

2. Service Delivery Group
   2.1 Service Level Management
   2.2 IT Finance Management
   2.3 Capacity Management
   2.4 IT Service Continuity Management
   2.5 Availability Management
# ITIL V3 PAM Process list

## ITIL v3

<table>
<thead>
<tr>
<th>Service Strategy</th>
<th>Service Transition</th>
</tr>
</thead>
<tbody>
<tr>
<td>STR Service Strategy Management</td>
<td>TPS Transition Planning and Support</td>
</tr>
<tr>
<td>FIN Financial Management</td>
<td>CHA Change Management</td>
</tr>
<tr>
<td>DEM Demand Management</td>
<td>SAC Service Asset and Configuration Management</td>
</tr>
<tr>
<td>SPM Service Portfolio Management</td>
<td>RDM Release and Deployment Management</td>
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<tr>
<td></td>
<td>SVT Service Validation and Testing</td>
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<td></td>
<td>EVA Evaluation</td>
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<tr>
<td></td>
<td>KNM Knowledge Management</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Design</th>
<th>Service Operation</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCM Service Catalogue Management</td>
<td>EVE Event Management</td>
</tr>
<tr>
<td>SLM Service Level Management</td>
<td>INC Incident Management</td>
</tr>
<tr>
<td>CAP Capacity Management</td>
<td>REQ Request Fulfilment</td>
</tr>
<tr>
<td>AVA Availability Management</td>
<td>PRO Problem Management</td>
</tr>
<tr>
<td>SCO IT Service Continuity Management</td>
<td>ACE Access Management</td>
</tr>
<tr>
<td>ISM Information Security Management</td>
<td></td>
</tr>
<tr>
<td>SUP Supplier Management</td>
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</tr>
</tbody>
</table>

## Continual Service Improvement

CSI Service Improvement

Service management system (SMS)

SMS general processes
- Organizational management
- SMS establishment and maintenance
- Management review
- Audit
- Measurement
- Improvement
- Human resource management
- Risk management
- Information item management

Design and transition of new or changed services processes
- Service requirements
- Service design
- Service planning and monitoring
- Service transition

Do
- Capacity management
- Service continuity and availability management
- Service level management
- Service reporting
- Information security management
- Budgeting & accounting for services

Check
- Incident management and problem management
- Request fulfillment
- Configuration management
- Change management
- Release & deployment management

Act
- Business relationship management
- Supplier management

Customers (and interested parties)

Requirements

Service

Customers (and interested parties)
## Process ID
INC

### Process Name
**Incident Management**  
[[ITIL v3 - Service Operation:p46]]

### Process Purpose
The purpose of the Incident Management process is to restore normal service operation as quickly as possible, minimizing the adverse impact on business operations, thus ensuring that the best possible levels of service quality and availability are maintained.  

**NOTE 1:** Normal service operation is defined as service operation within Service Level Agreement - SLA limits.

**NOTE 2:** The incidents described here can include failures, questions or queries reported by the users, by technical staff, or automatically detected and reported by event monitoring tools.  

[[ITIL v3 - Service Operation:p46]]

### Process Outcomes
As a result of successful implementation of Incident Management:

1. Incident management policies are defined;
2. Incidents are identified and documented;
3. Incidents are investigated to find the most suitable way to solve it;
4. Actions are performed to solve incident and restore the normal service operation;
5. Incidents are tracked all along their life cycle;
6. Customers are kept informed of their incidents progress, and, if necessary, of the service level breaches.

### Base Practices
**INC.BP1. Define and agree on incident categories and priorities**
Define and agree on incident categories and priorities (including major incidents).  
[[ITIL v3 - Service Operation:p49]] [Outcome 1, 2]

**INC.BP2. Define, agree and communicate timescales for all incident-handling stages**
Define and agree on timescales based upon the overall incident response and resolution targets within SLAs. Communicate timescales to all support groups.  
[[ITIL v3 - Service Operation:p47]] [Outcome 1, 3, 4, 6]

[...]

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*Find out more at www.tipaonline.org*
## Extract of ITIL V3 TIPA PAM (2/2)

<table>
<thead>
<tr>
<th>Input</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>05_06 Event record [Outcome 2, 3] [INC.BP3,6]</td>
<td>05_07 Incident record [Outcome 2, 3, 4, 5] [INC.BP9,10,4,3,11,6,5]</td>
</tr>
<tr>
<td>05_05 Configuration Management System (CMS) [Outcome 3, 4] [INC.BP8,6]</td>
<td>05_04 Incidents knowledge base [Outcome 4] [INC.BP9,10]</td>
</tr>
<tr>
<td>08_01 Service Level Agreement (SLA) [Outcome 1, 2, 3, 4, 6] [INC.BP12,2,5,7]</td>
<td>01_02 Incident management tool [Outcome 1, 2, 3, 4, 6] [INC.BP2,1]</td>
</tr>
<tr>
<td>05_03 Known Error Database (KEDB) [Outcome 2, 3, 4] [INC.BP6,5]</td>
<td>02_06 Incident model [Outcome 1, 3, 4, 6] [INC.BP2]</td>
</tr>
<tr>
<td>05_04 Incidents knowledge base [Outcome 3] [INC.BP6]</td>
<td>02_07 Incident categories [Outcome 1, 2] [INC.BP1]</td>
</tr>
<tr>
<td>05_02 Problem knowledge base [Outcome 3] [INC.BP6]</td>
<td>06_05 Customer satisfaction survey [Outcome 4] [INC.BP10]</td>
</tr>
<tr>
<td>01_02 Incident management tool [Outcome 1, 2, 3, 4, 5, 6] [INC.BP2,1,4,11]</td>
<td>07_02 Request for Change (RFC) [Outcome 4] [INC.BP9]</td>
</tr>
<tr>
<td>02_07 Incident categories [Outcome 2] [INC.BP4]</td>
<td></td>
</tr>
</tbody>
</table>
Specific practice example

• General principles
  • Specific process activities obviously connected to a higher level of capability than 1 are mapped to the adequate capability level and process attribute.
  • If necessary, a specific practice is added to the list of Generic Practices [13], as in the example for Service Reporting (see below) for the assessment of process attribute PA 3.1: Process Definition

GP 3.1.6 [ITIL v3: Service Reporting] Define and agree Service Management reports content [PA 3.1 : e]
Define and agree with the business the lay out, the contents and frequency of the Service Management reports
Better “assessability” of processes

• Better « assessability » characteristics
  – Robustness of the process descriptions
  – Distinction between the operational and the organizational (support) activities
  – Traceability to the source information
  – Better mapping to the good capability level
  – Questionnaires built based on additional information provided by the goal trees (like connection between practices)
  – Customization of questions of higher level of capability, depending on specific practices of some processes
  – Validation by a community of international experts
TIPA Assessment Project

Definition
• Process selection
• Assessment scope definition

Preparation
• Organizational context discovery
• Assessment planning and organization
• Kick-off meeting

Assessment
• Interviews
• Document reviews
• Results consolidation
• Process rating
• Capability Level determination

Analysis
• Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis
• Improvement Recommendations

Results Presentation
• Detailed report of the results
• Presentation to the management
• Presentation to the interested parties

Closure
• Closing meetings

Find out more @ www.tipaonline.org
Assessment of ITSM processes
International Adoption & Partners

Find out more @ www.tipaonline.org
Case study – Dimension Data

• Assessments in order to globally align processes
  – Determine the capability level of the processes in the Global Service Centres
  – Identify best practices, to share across Global Service Centres
  – Propose recommendations for improvement and alignment

27/06/2011
Find out more @ www.tipaonline.org
Dimension Data Global Service Centres

- Australia – Melbourne
- North America – Boston
- Asia – Bangalore
- Europe – Frankfurt
- South Africa – Johannesburg
Use of TIPA advantages highlighted by Dimension Data

- Standard and structured approach
- Public domain “methodology”
- Credibility of ISO
- Objectivity of results
- Pertinence of the TIPA model
- Availability of ISO/IEC 15504 resources across the world speaking the same ISO/IEC 15504 language
Case study - Fujitsu

- Support to ISO/IEC 20000 certification preparation
  - ISO/IEC 15504 consistently used to support process improvement since 1997
  - About 10 assessments per year since 2005
  - Started using ITIL in 2004 and TIPA PAM in 2007
  - TIPA PAM customized to include some context-specific practices, or requirements from other standards like ISO/IEC 20000-1 and ISO/IEC 27001
Use of TIPA advantages highlighted by Fujitsu

• Structured way to prepare for ISO/IEC 2000 certification
• Has decreased dramatically the number of internal audits required
• Helps prioritize the improvement actions
• Enables internal benchmarking between assessments
• Assessment results can be easily communicated to customers
• Highlighted a strong correlation between assessment results and customer satisfaction

Find out more @ www.tipaonline.org
How TIPA creates & adds value

• Precise goal setting & objective measurement
• Cost Effectiveness
• Improved ROI
• Better decision making for IT services
• Employee motivation
• Offers a structured and repeatable evaluation method
• Improves the IT services
• Provides a feedback mechanism
• Allows benchmarking with other organizations in the industry
Offerings

- Method description available in the TIPA Handbook “ITSM Process Assessment Supporting ITIL”
- Professional & Organizational Membership
- Training and certification scheme
- Toolbox with document templates

Find out more @ www.tipaonline.org
Conclusion

- TIPA and service innovation
  - Open and standardized approach
  - Fully documented
  - Based on international standards and frameworks
  - Supported by an exhaustive toolset
  - Endorsed by itSMF
  - With characteristics for better “assessability”
  - Open for integration with other domains
Thank you for your attention!
TIPA team authored the book
ITSM Process Assessment
Supporting ITIL®.

The book is available online at:
vanharen.net
Offerings: Professional Membership

Two membership options:

• TIPA Assessor - Membership fee: € 135/year.
• TIPA Lead Assessor – Membership fee: € 205/year.

Further details of membership fee terms and conditions available at the TIPA website.
Offerings: Organizational Membership

Licensing structure for TIPA depends on the size of the company i.e. particularly the number of employees. Further details are:

• For organizations with number of employees 50 or less, an annual fee of € 520 is charged
• For organizations with number of employees greater than 50, an annual fee of € 1210 is charged
• For organizations with number of employees greater than 50 and number of TIPA professionals employed (total number of Assessors and Lead Assessors) greater than 20, an annual fee of € 1725 is charged

Find out more @ www.tipaonline.org
Offerings: Training

There are two types of trainings offered:

- TIPA Assessor for ITIL
- TIPA Lead Assessor