

Frameworks for IT Management

A P O C K E T G U I D E

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Foreword

IT managers today are confronted with an overwhelming number of management frameworks, methods and methodologies – so many in fact that sometimes it's difficult to see the wood for the trees. Also, many IT service providers believe they can't be taken seriously if they don't also offer their own unique framework – which makes it even more difficult to find your way through the framework forest.

In general, management frameworks focus on quality. Applying standardized practices, and providing models that reflects these practices in a comprehensive way, has been a valuable aid to business managers for a long time. IT managers are no different. In addition, the field of Information Technology has always been deeply involved with modeling, simply because all development projects start with a model. Both factors help explain why the IT discipline has so many frameworks on offer.

But how do you chose the right framework from this huge range? Or maybe you need more then one, since they all tend to serve different goals...? Should you create your own framework by recombining elements from existing ones? Questions like these have been on the agenda of IT managers for decades.

This itSMF publication covers the most important frameworks in use for quality management in IT organizations. The descriptions are provided in a neutral and objective way, so that readers can gain a better understanding the potential value of each instrument. A consistent approach to each chapter allows easy comparison between the frameworks: a short profile, a description and core graphics, and the relevance to IT management are provided for each framework.

This first edition of the frameworks pocket guide contains descriptions of (in alphabetical order) AS 8015, ASL, BiSL, CMMI, COBIT, EFQM,

eSCM-SP, eTOM, Generic Framework for Information Management, IPMA Competence Baseline, ISO 15504, ISO 19770, ISO/IEC 20000, ISO 27001, ISO 9000, ISPL, IT Balanced Scorecard, ITIL (V2 and V3), M_o_R, MSP, PMBoK, PRINCE2, Six Sigma, TickIT, TOGAF, and TQM, and is largely based on the introduction-level title “Frameworks for IT Management” in the ITSM Library.

The frameworks are categorized according to their main goal, and each framework is plotted against the largest and broadest ‘umbrella’ framework available, the 3x3 matrix for Information Management. This categorization should support the reader in finding the most suitable frameworks for their situation.

New frameworks will be added to this pocket guide, when they attract the attention of IT service managers, or grow in importance. This will make the pocket guide a living document, reflecting the actual situation in the field. The resulting frameworks pocket guide is a reliable and consistent reference guide, whether it is used as a first introduction to frameworks you haven’t seen before, or as a quick reference guide to the core information on the frameworks you already know. In all cases the pocket guide should provide a valuable information source for modern IT managers. We hope it will support you in meeting the high demands of modern IT Service Management.

Jan van Bon,
Chief Editor ITSM Library for itSMF International

19 AS 8015-2005 – Australian Standard for Corporate Governance of IT

The Australian Standard Corporate Governance of Information and Communication Technology (AS 8015-2005) provides a model, principles and vocabulary to assist those seeking to implement effective governance of the use of IT within their organizations.

19.1 Description and core graphics

AS 8015 Corporate Governance of Information and Communication Technology provides a framework for effective governance of the use of IT by an organization.

The standard defines corporate governance as the system by which entities are directed and controlled; a director as a member of the most senior governing body of an organization and an entity as a legally constituted organization.

AS 8015 provides a prudent approach to investment in IT, an approach which recognizes that there are risks associated with the operational and planned use of IT and ensures these are managed effectively.

The standard provides guidance to directors to help them meet their responsibilities in regard to IT and meet their obligations in relation to:

- privacy legislation
- record keeping
- financial reporting
- prudent management of organizational resources

The standard uses the term ‘directors’ to include owners, members of supervisory boards, partners, council members, senior executives, officers authorized by Acts of Parliament - in short, anyone responsible for the activities of an organization.

The framework described in AS 8015 comprises:

- a model
- guiding principles
- vocabulary

19.1.1 The model

Figure 13 reproduces the AS 8015 model. In the model, directors monitor and evaluate the organization’s use of IT against the pressures and needs acting on it. They should then direct the development and implementation of policies and plans to address any gaps.

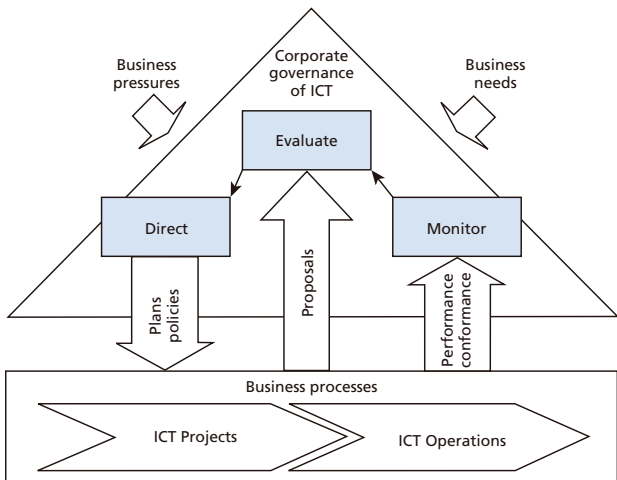


Figure 13 Model for corporate governance of IT (Source: AS 8015-2005 Australian Standard for Corporate Governance of Information and Communication Technology, Standards Australia)

19.1.2 Guiding principles

The standard provides six guiding principles:

- establish clearly understood responsibilities for IT
- plan IT to best support the organization
- acquire IT validly
- ensure that IT performs well, whenever required
- ensure IT conforms with formal rules
- ensure IT respects human factors

19.1.3 Vocabulary

The third component of the standard is a vocabulary drawn from, and complementing terms defined and used in, the other Australian Standards for corporate governance and risk management.

19.2 Relevance to IT management

AS 8015 provides a governance framework in which the use of IT can be managed and aligned to the organization's priorities.

The basis of the framework is to establish a framework for informed and timely decision-making on the use of IT, at the highest level of the organization.

For this to happen, appropriate measures and mechanisms need to be established for reporting and responding to the risks arising from the current or planned use of IT.