

IT Physician Heal Thyself 'Building Bridges and Breaking Boundaries'

Article 2 –

'Concepts of a Unified Framework and Mapping Existing IT Frameworks'

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This is the second in a series of six articles that are due to appear in Service Talk, Computing and its sister papers through Europe. They support the theme of this year's UK itSMF conference on building bridges and breaking boundaries. They are also part of the bITa programme to improve the alignment of Business and IT.

Summary of the First Article

The first article in the previous SERVICEtalk considered briefly five key IT Management Domains, from a Service Management viewpoint:

1. IT Service Management
2. IT Project Management
3. IT Applications Management
4. IT Infrastructure Management
5. IT Strategy & Architecture..

Each of these domains have their own frameworks that were developed separately and in parallel with one another over a number of years.

The fact that specific frameworks like ITIL, MOP, PRINCE2, ASL, BSD/SSADM, RUP, DSDM, ISPL, IS-7799, COBIT and Catalyst POLDAT, were developed separately and in parallel by different groups with different outlooks, means that they were not designed to align with one another and so they don't!

The reality is that the IT domains and frameworks are incompatible:

1. They overlap
2. There are gaps
3. They are inconsistent
4. They have no common unifying framework
5. They do unify IT, nor unify IT with the Business

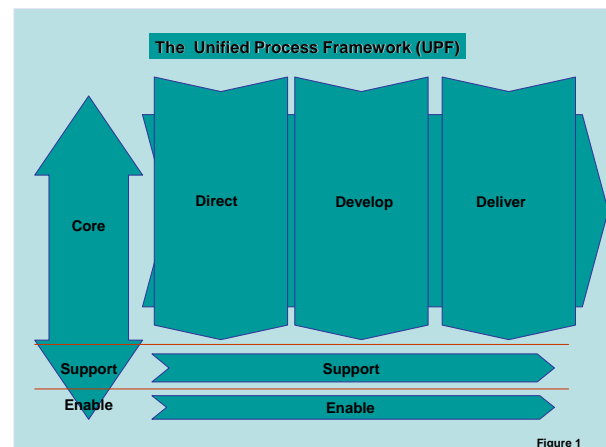
Purpose of this the Second Article

The purpose of this second article is to start to establish an overall 'Unifying Process Framework' 'UPF' and then examine the current IT domain and frameworks listed above against the 'UPF', so the IT industry can start to unify them.

The 'UPF' proposed in this series of articles will help 'Build Bridges' between the IT management domains and 'Break the Boundaries' between the people working in the different domains, the theme of the 2003 itSMF conference in November.

The Unified Process Framework (UPF)

The first article introduced the Unified Process Framework and introduced the ideas of process dimensions.



There are four dimensions to IT business process within the overall UPF framework. Those dimensions will be explained with examples in this and the following articles.

In summary they are the

- The Core IT Governance Dimension
- The Core IT Value Chain Dimension
- The Support Dimension
- The Enabling Dimension

The dimensions need to be clearly understood so that they can be and applied in a structured manner.

So let's look at the first dimension.

The First Dimension The IT Governance Dimension & Domains

'IT Governance' is often spoken about but it is poorly defined and performed in a piecemeal manner.

The UPF deals with IT Governance processes in a very structured way and makes provision for the definition of the IT Governance Domains that drive the IT function and align it with the business.

The IT Governance Domains are also known as the 'Vertical Process Dimension' with 'Vertical Process Domains' because they integrate the IT Value Chain domains.

IT Governance broken down into three governance areas of 'Direct', 'Develop' and 'Deliver'.

The IT Governance dimension provides linkage between Business and IT by providing a 'Business Life Cycle' based approach to managing the business and IT as part of the business.

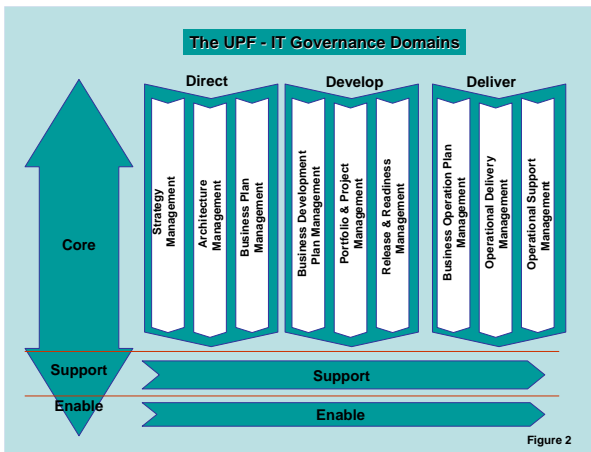


Figure 2

The 'IT Governance Domains' support the different parts of the business life cycle, as shown in the figure above.

We will be examining some of these domains in this article, especially Portfolio & Project Management, and we will see how they interact with the other process dimensions, in particular the Value Chain Dimension..

Most enterprises will be operating most of the IT Governance domain processes with varying levels of formality.

It is for IT to align its Governance domains so that Governance is end to end. It is also up to IT to align the IT Governance domains with those of the business and for IT to help the business improve them if they are inadequate.

The Second Dimension The IT Value Chain Domains

The second dimension is what we call the IT Value Chain. It is also called the 'Horizontal Process Dimension' with 'Horizontal Process Domains' because they interact with the Vertical 'IT Governance domains'.

The Value Chain Dimension develops and uses the internal and external capabilities of an enterprise, both business capabilities and IT capabilities, to provide the required products and services to the customers.

The next figure illustrates the Value Chain for three key areas of IT capability 'Service', 'Application' and 'Infrastructure' which are three domains within the IT Value Chain.

In the fuller model there would be more Business and IT Value Chain Domains making up the complete value chain. These would include business and IT customers/ services/ products, along with 'People', 'Process' and other 'Business Technology' Capabilities. This will be explained in the next article, but we will concentrate on IT's use of the UPF and the IT Value Chain Domains.

So the Value Chain dimension supports the management of the life cycle of the individual IT capabilities, that is:

- IT Service Capabilities
- IT Applications Capabilities
- IT Infrastructure Capabilities

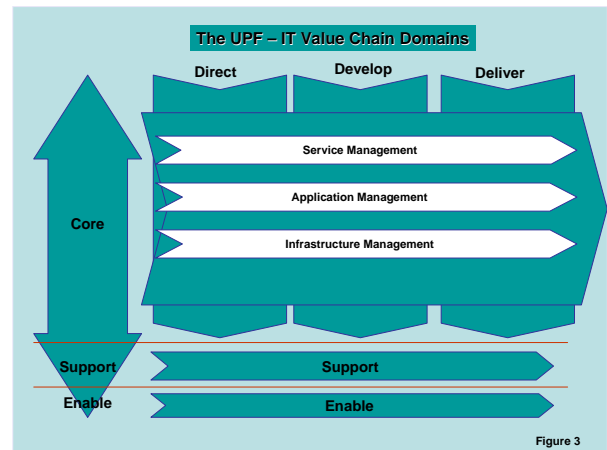


Figure 3

From the figure above it can be seen that Services, Applications and Infrastructure are managed in parallel through the common vertical 'Direct', 'Develop' and 'Deliver' life cycle Governance processes.

What does this actually mean in best practice terms?

Aligning the Core IT Management Domains

Well what it means is that IT's core 'Service', 'Application' and 'Infrastructure' capabilities should be managed and aligned by shared IT Governance processes at the same time in a coordinated manner and in unison.

Looking at the next diagram we have highlighted two vertical business life cycle domains 'Architecture Management' and 'Portfolio & Project Management', to see how they align with the three horizontal IT capability domains.

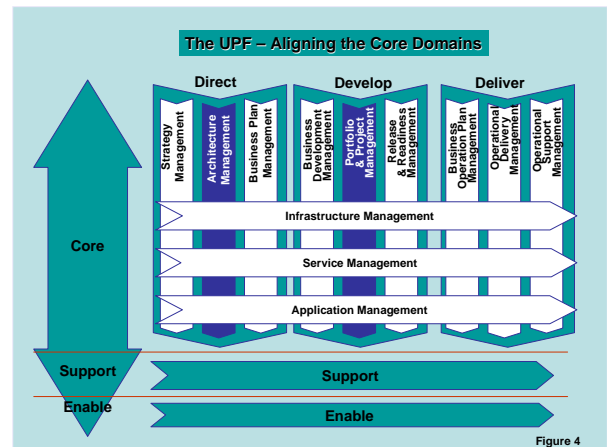


Figure 4

The Architecture Management processes should ensure that business and IT architecture are aligned in the development of an overall consistent 'Business and IT Architecture'.

Similarly the Portfolio & Project Management processes should ensure that business and IT capabilities are developed in an aligned manner in the performance of programmes and projects to deliver an improved business.

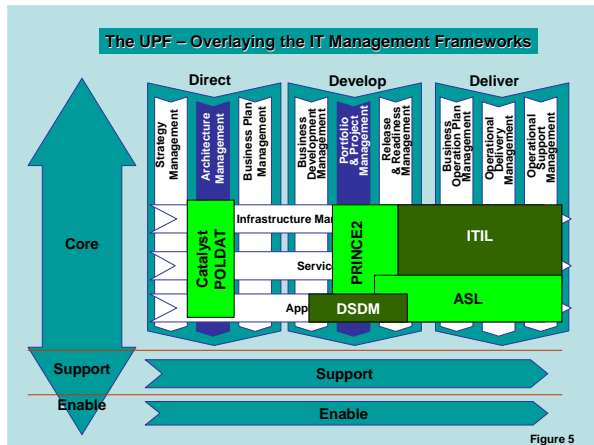
In simple terms the vertical Governance processes ensure that the horizontal Value Chain processes are

directed, developed and the resulting services delivered through aligned capabilities.

So with such a unified process framework of two dimensions to make up the core process, how do today's IT management methods and frameworks fit?

Overlaying IT Management Frameworks

For simple illustration purposes a number of the familiar IT process frameworks including ITIL have been mapped onto the Unified Process Framework.



If we look at ITIL, its processes operate primarily around the Delivery part of the governance domains. The influence of ITIL processes on Strategy and Architecture to guide the development of services, and under them the service aspect of applications and infrastructure, is minimal.

Similarly the influence of ITIL processes on 'Portfolio & Projects' to ensure they deliver solutions and IT readiness for service delivery, are very limited because the ITIL project gateways processes, are again poorly defined and poorly practiced.

If we look at ASL (Application Service Library), it has been developed to make up for the ITIL's lack of attention to the 'Service' side of Applications, as opposed to 'Infrastructure'.

Application development methodologies like DSDM (Dynamic Systems Development Method) are very focused on business functionality and usability and give light attention to the service side of Application Management. So DSDM and ASL are complementary because they cover different application management ground, however they are not aligned with one another and so are inconsistent with one another.

PRINCE2, as any project management framework, is a vertical Governance framework that should link all the horizontal Value Chain domains – but in many cases IT business solution projects are not multi functional, focusing typically on the application and business capability/ functionality – not on service capability, and only on infrastructure, sufficient to get the application going.

As for 'Infrastructure Management' this is neglected as a management discipline. It is assumed by some to be the meat of ITIL, but ITIL is misnamed it should be

renamed ITSM or SSL. ITIL helps IT manage the service aspects of Applications and Infrastructure but not their technical aspects.

What is known as 'Systems Management' is the closest thing we have to true 'Infrastructure Management' which should include best practices for infrastructure direction, development and delivery.

It is surprising that there is no 'end to end' Infrastructure management framework available. The market of framework developers may soon provide an ISL (Infrastructure Service Library) framework to complement both ASL and a renamed ITIL framework - SSL (Service Services Library)?

So we have indicated some shortcomings of some regularly used frameworks and recognised domains. However the lack of public availability of process advice on many areas of Business and IT management process like strategy and architecture is more of a problem.

Enterprises rely upon management consultancies and their ex employees as the prime source for best practice advice on IT Strategy and Architecture. These are fundamental areas of Governance but are thinly defined.

There are few examples of Strategy and Architecture frameworks. One that has some broad acceptance is CSC's PPOLDAT approach within their Catalyst methodology. It is an example of architecture practice not available publicly, but familiar to a number of clients and practitioners that is applied to deliver IT enabled business solutions.

The IT Process Legacy Challenge

As was said in the first article, IT management and the IT industry have a major legacy of incomplete unaligned management frameworks with poor Governance and a lack of understanding of the IT Value Chain.

The November itSMF conference will be an opportunity to step back and take stock to see if and when the IT industry will face up to the IT Process Legacy Challenge and become a 'Physician to Heal Itself'.

The author believes that each of the frameworks mentioned above need to be reworked over the next five years to align them into a unified process framework, where each of the individual frameworks provide best practice advice on their specific domain, advice that is consistent, has no unnecessary overlaps or gaps, uses common terminology and is all within an overall unified process framework.

The Way Forward

The third article in this series gives a clear definition of the Unified Process Framework and looks at it from both Business and IT viewpoints of Governance and Value Chains to enable IT to be effectively aligned to the business.

The remaining articles provide examples on the core processes, explain the support and enabling processes and examine how IT can move forward to improve the

interfaces between the frameworks, to integrate them practically into one Business – IT aligned 'Unified Process Framework'.

For more information on the itSMF and its UK November 2003 conference, contact service@itsmf.com

For more information on bITa and their alignment programme and planned seminars on this subject, contact support@bita-center.com

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Thank you for reading it.