CMMI-SVC & ISO 20000
Perspectives on Service Management
Learning Bites

- Learn and understand the evolution of service management system;
- Identify the different types of service management practices;
- Learn and understand the difference between CMMI-SVC and ISO 20000;
- Understand why organizations need CMMI-SVC and ISO 20000; and
- Determine the benefits that can be achieved by implementing CMMI-SVC and ISO 20000.
Evolution of Service Management System

SMS (previously ITSM) is an evolutionary model which has been constantly enhanced with industry experiences & changes.

- **1972**: Start of IBM research for Service Management
- **1988**: First ITIL Book published
- **1996**: BS 15000 Revised and published as ISO 20000
- **2001-02**: BS 15000 Revised and published as ISO 20000
- **2005**: Published ITIL v2.0 & BS 15000 Standard
- **2007**: Published ITIL v3.0
- **2011**: ISO 20000 Revised aligned to ITIL v3.0
What is a Service?

- An intangible, non-storable product (e.g., operations, maintenance, logistics, and IT).
- Involve ongoing relationships governed by service agreements.
- Delivered through the operation of a service system.
- Are often simultaneously produced and consumed.
- Have different business rhythm than goods.
Service Management Practices

ISO 20000

ITIL

CMMI-SVC
What is CMMI for Services?

CMMI-SVC extends the coverage of the CMMI product suite to cover the establishment, management, and delivery of services.

Like every CMMI model, CMMI-SVC:

• is a process improvement approach that provides organizations with the essential elements of effective processes;

• can be used to guide improvement across a team, project, division, or an entire organization; and

• helps to set process improvement goals and priorities, provide guidance for quality processes, and provide a point of reference for appraising current processes.
Why is CMMI-SVC needed?

• To improve quality of services;
• To have a disciplined culture for service management;
• Less interpretation needed and lower appraisal expense compare to CMMI-DEV;
• Bring credibility and buy-in from stakeholders; and
• End-to-end life cycle process approach identifies service requirements, eases deployment issues, and improves efficiencies of support-related groups for IT applications.
# The CMMI-SVC Model

<table>
<thead>
<tr>
<th>MATURITY LEVEL</th>
<th>PROCESS AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5 - Optimizing</strong></td>
<td>Organizational Innovation &amp; Deployment, Causal Analysis &amp; Resolution</td>
</tr>
<tr>
<td><strong>4 – Quantitatively Managed</strong></td>
<td>Organizational Process Performance, Quantitative Project Management</td>
</tr>
<tr>
<td><strong>3 - Defined</strong></td>
<td>Organizational Process Focus, Organization Process Definition, Organizational Training, Integrated Project Management, Decision Analysis &amp; Resolution</td>
</tr>
<tr>
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<td>Service Delivery</td>
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**Core Process Areas**

**CMMI-SVC Process Areas**
What is ISO 20000?

- ISO 20000 is the first formal worldwide standard specifically aimed at Service Management;

- ISO 20000 is a set of controls, against which an organization can be assessed, for effective Service Management Implementation;

- It provides a formal definition of requirements and a systematic approach for an organization to deliver managed services of acceptable quality;

- It is the only verifiable means to measure ITIL process implementation compliance; and

- ISO 20000 promotes the “adoption of an integrated process approach to effectively deliver managed services to meet the business and customer requirements”.
Why is ISO 20000 needed?

Implementation of ISO 20000 brings many benefits and advantages in the organization.

- Alignment of services and business strategy.
- Creation of a formal framework for current service improvement projects.
- Provides a benchmark type comparison with best practices.
- Creates competitive advantage by promoting consistent and cost-effective services.
- Reduction of risk and cost in terms of external service receipt.
- Aids major organizational changes and enhanced reputation and perception.
- Fundamental shift to pro-active rather than re-active processes.
- Clear and better definition in terms of responsibility and goals.
- Creation of a stable framework for both resource training and service management automation.
### Mapping ISO 20000 Clauses to CMMI-SVC

<table>
<thead>
<tr>
<th>ISO 20000 Clauses</th>
<th>CMMI – ISO 20000 Coverage</th>
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<tbody>
<tr>
<td>3 Requirements for a Management System</td>
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<tr>
<td>3.1 Management Responsibility</td>
<td></td>
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<tr>
<td>3.2 Documentation Requirements</td>
<td></td>
</tr>
<tr>
<td>3.3 Competence, awareness and training</td>
<td></td>
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<tr>
<td>4 Planning &amp; Implementing Service Management</td>
<td></td>
</tr>
<tr>
<td>4.1 Plan Service Management</td>
<td></td>
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<tr>
<td>4.2 Implement Service Management and provide services</td>
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<tr>
<td>4.3 Monitoring, measuring and reviewing</td>
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<td>4.4 Continual improvement</td>
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<tr>
<td>5 Planning &amp; Implementing new or changed services</td>
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<tr>
<td>6 Service Delivery Process</td>
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<tr>
<td>6.1 Service Level Management</td>
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<tr>
<td>6.2 Service reporting</td>
<td></td>
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<tr>
<td>6.3 Service Continuity &amp; Availability Management</td>
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<tr>
<td>6.4 Budgeting and Accounting for IT Services</td>
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<tr>
<td>6.5 Capacity Management</td>
<td></td>
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<tr>
<td>6.6 Information Security Management</td>
<td>Not Covered</td>
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<td>7 Relationship Processes</td>
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<tr>
<td>7.2 Business Relationship Management</td>
<td></td>
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<tr>
<td>7.3 Supplier Management</td>
<td></td>
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<tr>
<td>8 Resolution Processes</td>
<td></td>
</tr>
<tr>
<td>8.2 Incident Management</td>
<td></td>
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<tr>
<td>8.3 Problem Management</td>
<td></td>
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<tr>
<td>9 Control Processes</td>
<td></td>
</tr>
<tr>
<td>9.1 Configuration Management</td>
<td>Covered</td>
</tr>
<tr>
<td>9.2 Change Management</td>
<td></td>
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<tr>
<td>10 Release Processes</td>
<td></td>
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<tr>
<td>10.1 Release Management Process</td>
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**CMMI-SVC provides almost complete coverage of ISO 20000 clauses.**

- **Covered**
- **Not Covered**
How much CMMI-SVC do you need for ISO 20000?

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<td>Strategic Service Management, Capability &amp; Availability Management, Incident Resolution &amp; Prevention, Service System Transition, Service Continuity, Service System Development*</td>
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**Notes:**
- CMMI-SVC Process Areas required to cover ISO 20000 clauses
- Not necessary for initial coverage
If you do have ISO 20000, how much CMMI-SVC do you get?

ISO 20000 partially implements CMMI processes.

If you do have ISO 20000, how much CMMI-SVC do you get?

**Maturity Level**

- **5 - Optimizing**
  - Organizational Innovation & Deployment
  - Causal Analysis & Resolution

- **4 – Quantitatively Managed**
  - Organizational Process Performance
  - Quantitative Project Management
  - Implementing ISO 20000 gives this CMMI-SVC Coverage

- **3 - Defined**
  - Organizational Process Focus
  - Organization Process Definition
  - Organizational Training
  - Integrated Project Management
  - Decision Analysis & Resolution
  - Not necessary for ISO 20000
  - Required to cover ISO 20000

- **2 - Managed**
  - Strategic Service Management
  - Capability & Availability Management
  - Incident Resolution & Prevention
  - Service System Transition
  - Continuity
  - Service System Development*
  - Project Planning
  - Project Monitoring & Control
  - Supplier Agreement Management
  - Measurement & Analysis
  - Process & Product QA
  - Configuration Management

*Not necessary for ISO 20000
Required to cover ISO 20000
Implementing ISO 20000 gives this CMMI-SVC Coverage
The Comparison Between Two Documents

<table>
<thead>
<tr>
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<th>CMMI-SVC</th>
<th>ISO 20000</th>
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<tr>
<td>Type</td>
<td>Collection of best practices on service management</td>
<td>Specification for service management</td>
</tr>
<tr>
<td>Structure</td>
<td>Five level maturity model</td>
<td>Flat structure</td>
</tr>
<tr>
<td>Applicability</td>
<td>Any type of service</td>
<td>IT services</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Process appraisal using SCAMPI</td>
<td>Certification under ISO scheme</td>
</tr>
<tr>
<td>Size</td>
<td>508 pages</td>
<td>26 pages</td>
</tr>
</tbody>
</table>

It is evident from this comparison that CMMI-SVC and ISO 20000 are very different in structure and size. CMMI-SVC should have been compared with the IT Infrastructure Library (ITIL) also known as a best practice model of similar size.

As a result, service organizations choose between CMMI and ISO when 3rd party endorsement of process compliance is required.
In Conclusion…

It is clear that CMMI-SVC and ISO 20000 were developed for the same target audience. Certification decisions are often influenced by contractual requirements; however, a service provider may consider the following points before deciding on the most appropriate model for their requirements.

- To satisfy ISO 2000 requirements, an organization implementing CMMI-SVC should also implement Information Security Management and Budgeting and Accounting for IT Services from the ISO 20000.

- An organization implementing ISO 20000 will benefit from the Risk Management, Measurement & Analysis, and Organizational Training practices from the CMMI-SVC as these are not covered in ISO 20000.

- To derive comparable benefits of ISO 20000, organizations must achieve maturity level 3 of CMMI-SVC.

- The effort required to achieve CMMI-SVC, maturity level 3 is more than the effort required for ISO 20000 certification.

- High maturity practices (level 4 and 5) are the real strength of CMMI-SVC. Maturity level 3 does not provide a significant benefit over ISO IEC 20000.
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- Catalogued & Customized Inhouse Programs
- Conferences and Forums
- End-to-End Training Management
- Selective/Segmented Training Management
Thank you very much!

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