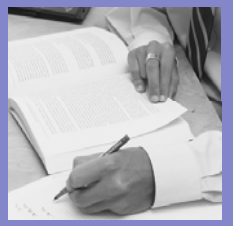
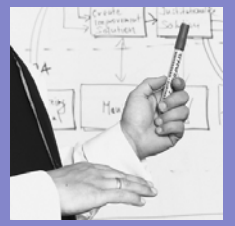
wibas Team

CMMI-ITIL

ITIL integrated into CMMI





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SEIPartner

IT Maturity

Services

1 CMMI-ITIL – Management Summary

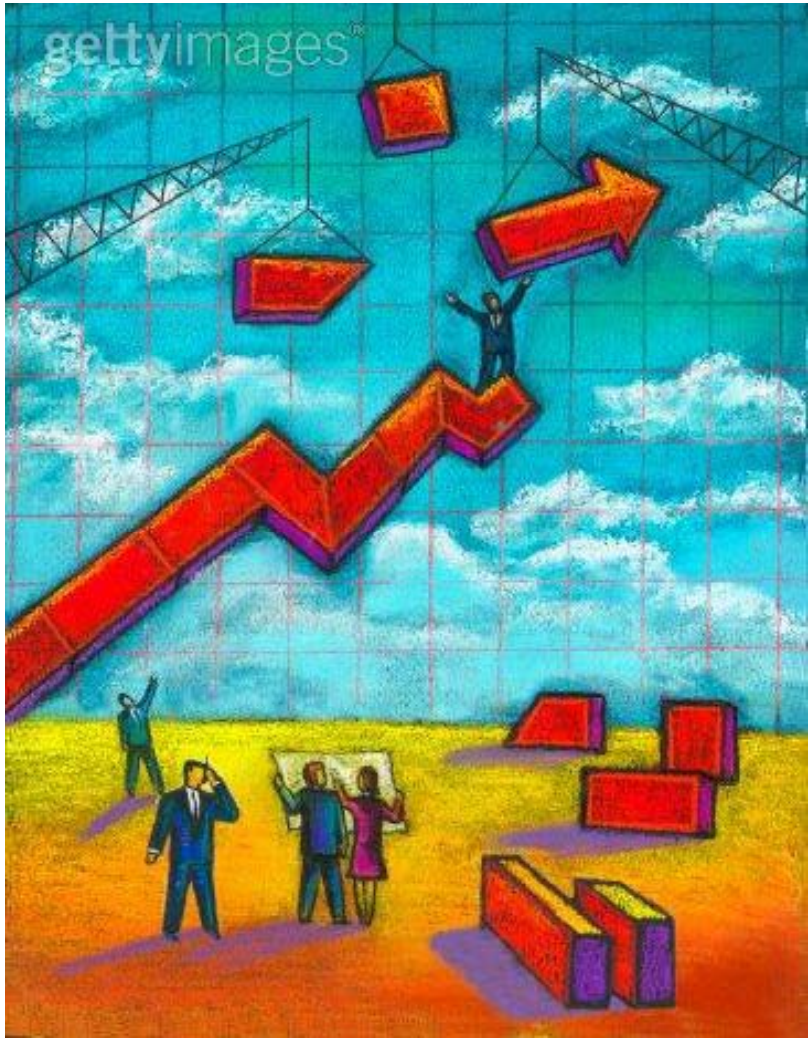
CMMI-ITIL is a reference model to improve IT Operations

For

- **IT-Organizations which must improve their costs, service quality, response times, and predictability,**

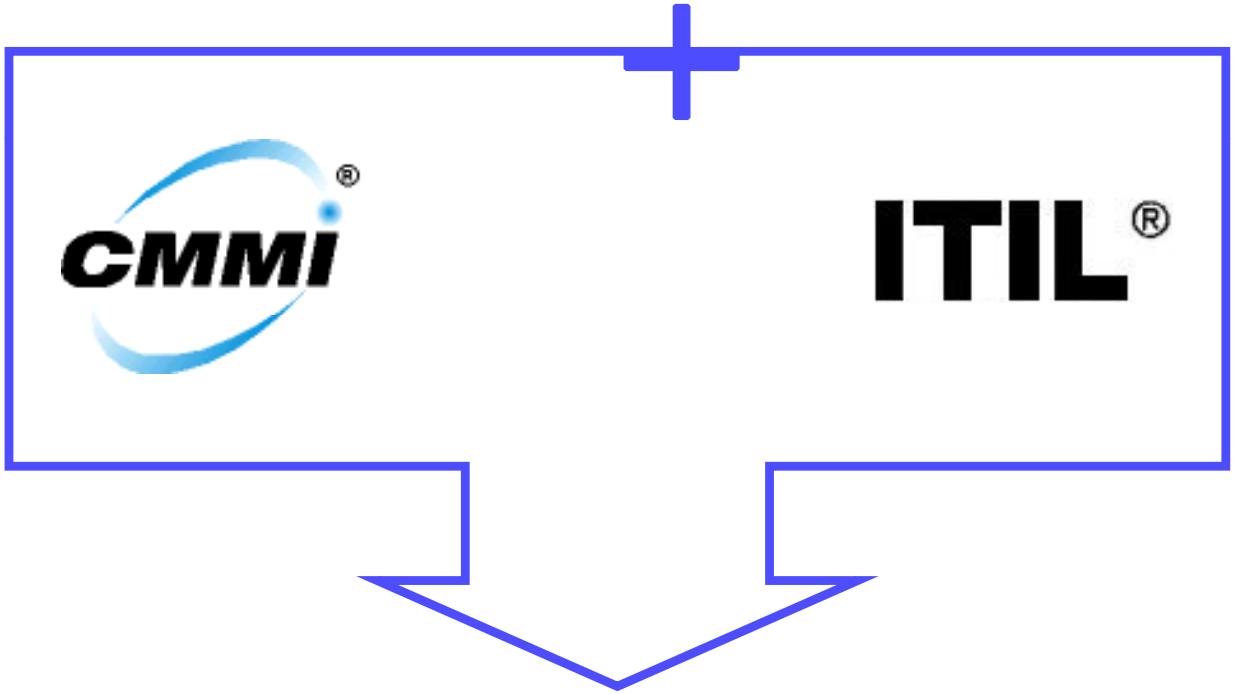
CMMI-ITIL offers

- **A set of proven best practices to measurably improve effectiveness and efficiency of an IT Operations Organization**

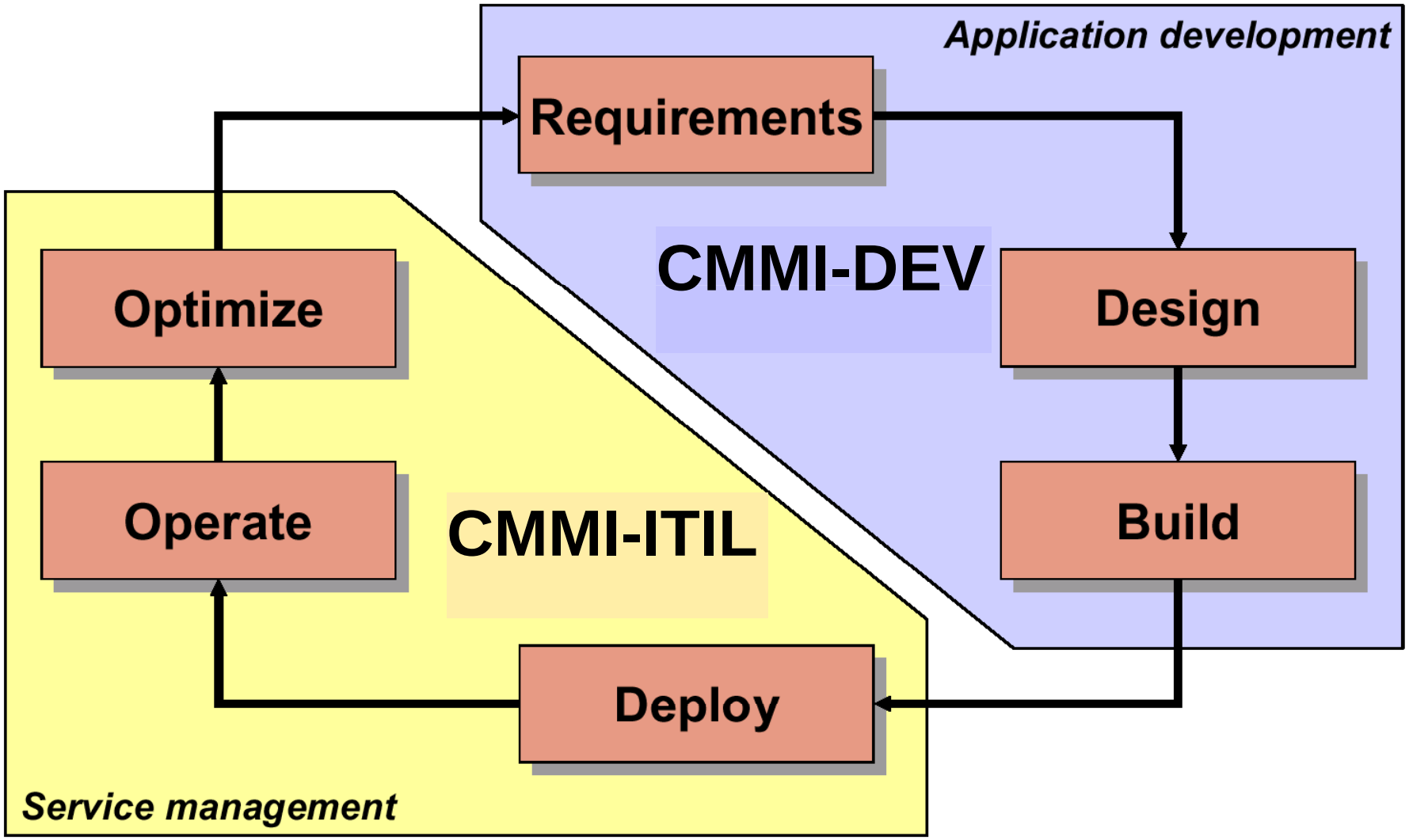


CMMI-ITIL is the integration of ITIL into CMMI

CMMI-ITIL (CMMI for IT Operations) integrates the world‘s most used de-facto-standards CMMI and ITIL in a common structure. CMMI-ITIL is permissioned by the SEI and the OGC.



CMMI for IT Operations and CMMI for Development support the complete IT product lifecycle



With the integration of CMMI and ITIL an urgent market need is fulfilled

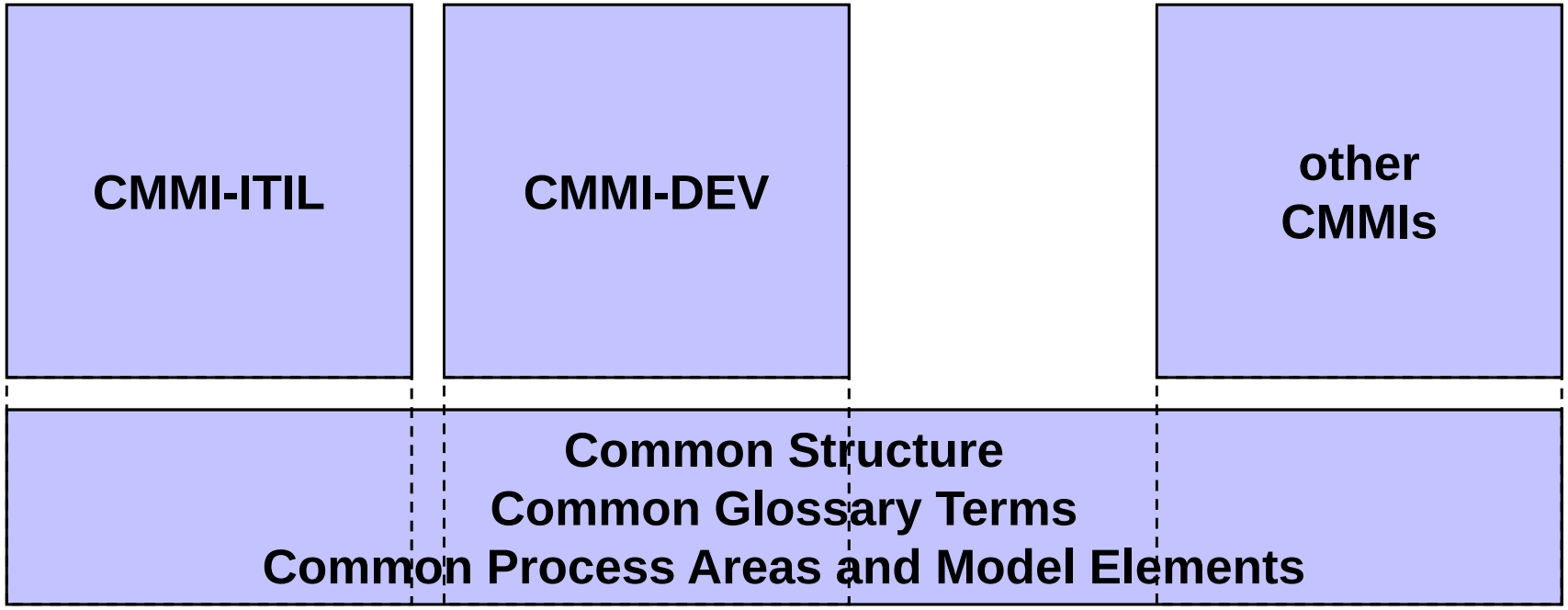
- **CMMI-ITIL integrates CMMI and ITIL**
- **CMMI-ITIL preserves investments of companies that currently use ITIL and CMMI**
- **CMMI-ITIL makes it possible to seamlessly use CMMI and ITIL best practices together**
- **CMMI-ITIL provides a common process improvement framework, language and approach upon with IT Operations and IT Development can improve together**
- **CMMI-ITIL shows interfaces between IT Operations and IT Development and supports a better common understanding.**
- **CMMI-ITIL enables SCAMPI appraisals.**
- **CMMI-ITIL is independent from any specific tools or vendors**

2 CMMI-ITIL – Extended Management Summary

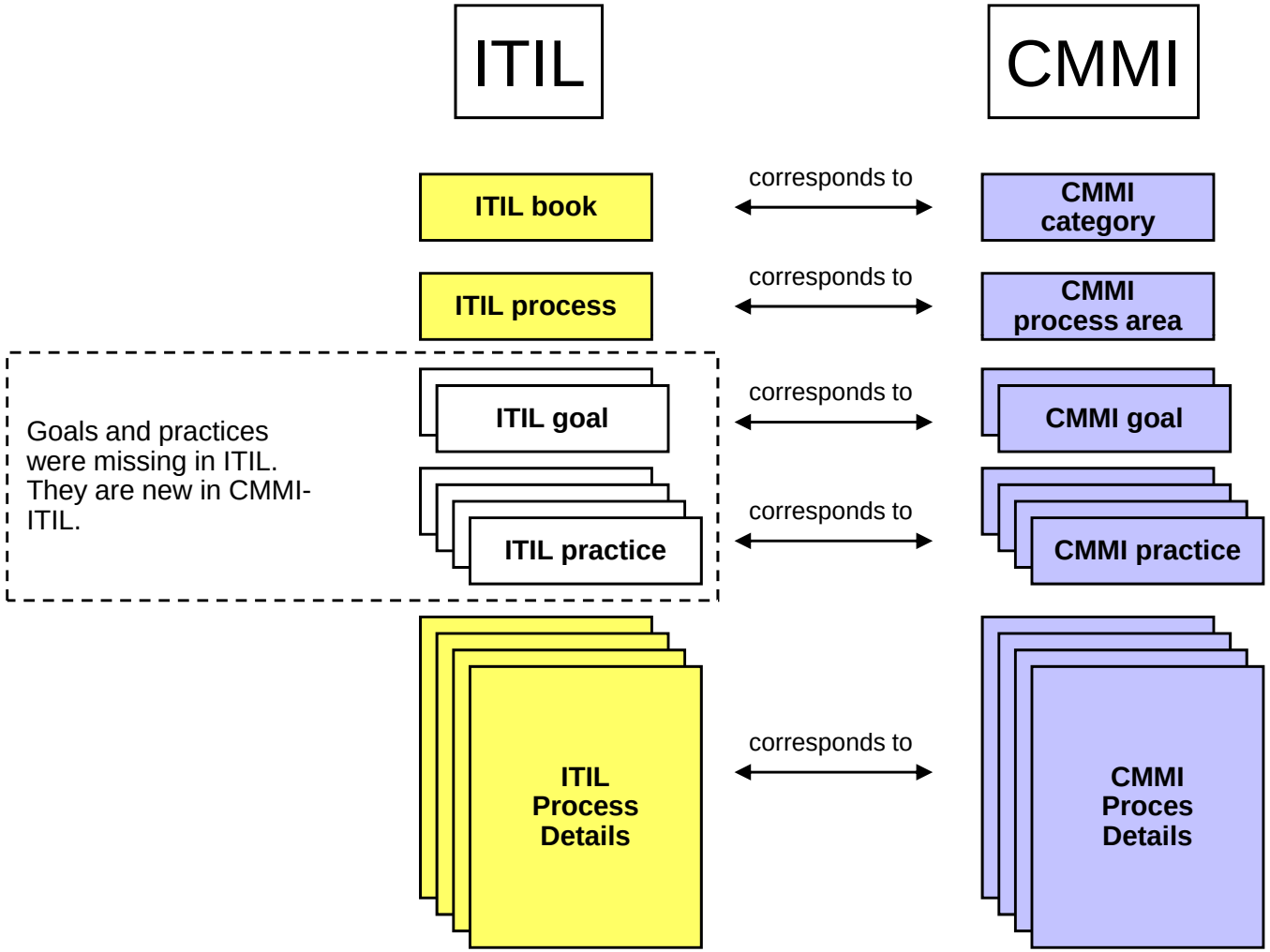
CMMI-ITIL is permissioned by the SEI and the OGC

Model	CMMI®	ITIL®
Body	Carnegie Mellon Software Engineering Institute	OGC Office of Government Commerce
Local Support	Carnegie Mellon Software Engineering Institute Europe	itSMF IT Service Management Forum® Deutschland e.V.

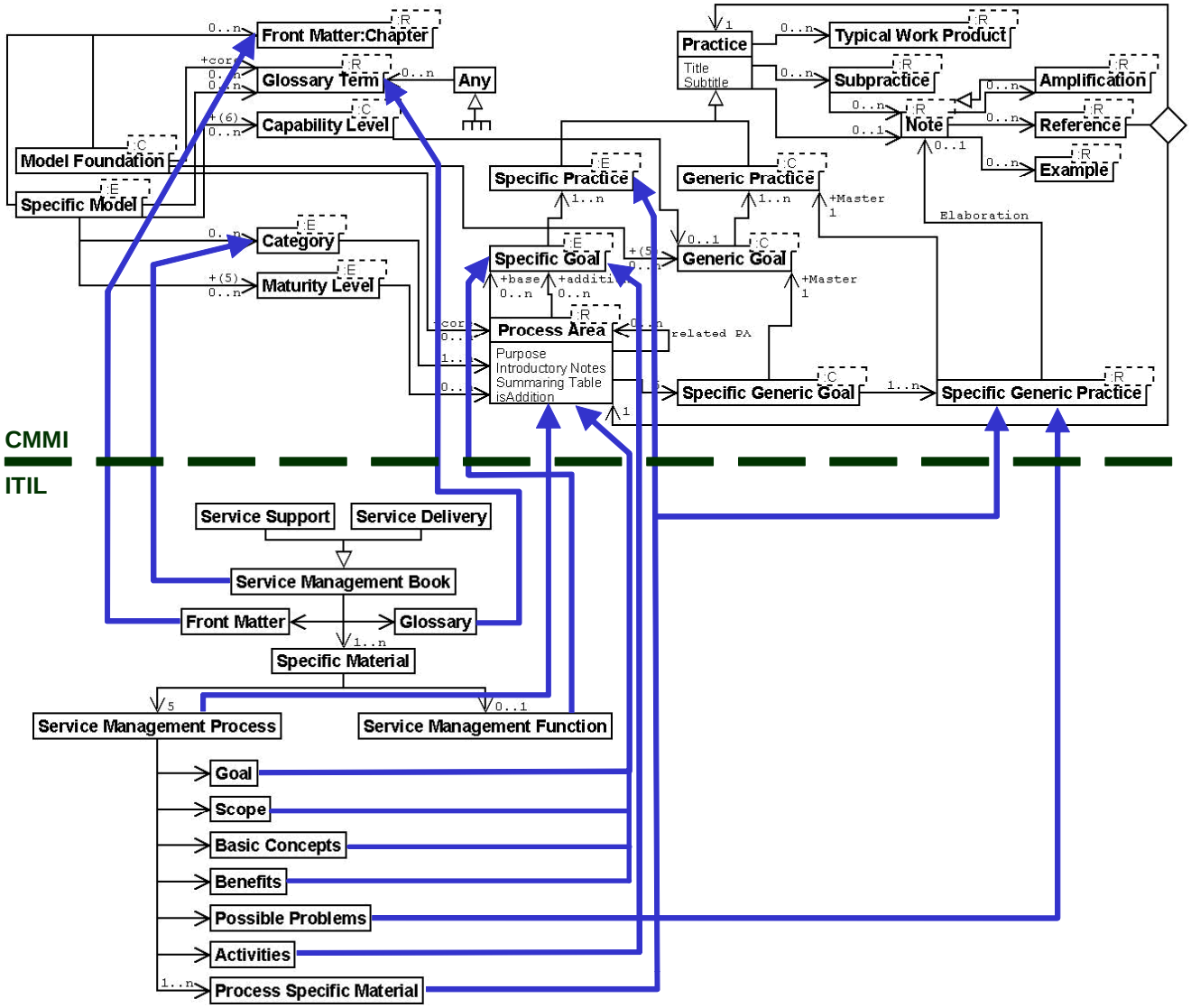
The CMMI 1.2 architecture makes it possible to integrate ITIL as part of the CMMI family – now ITIL can be used seamlessly with the other CMMI models



ITIL content was integrated into the CMMI structure, and CMMI-ITIL is ITIL organized and published as a CMMI book



While the solution may look simple, the integration of ITIL into CMMI is based on a thorough metamodel mapping



CMMI-ITIL integrates 100% of the relevant content of the ITIL books Service Support and Service Delivery

→ CMMI-ITIL

Service Support

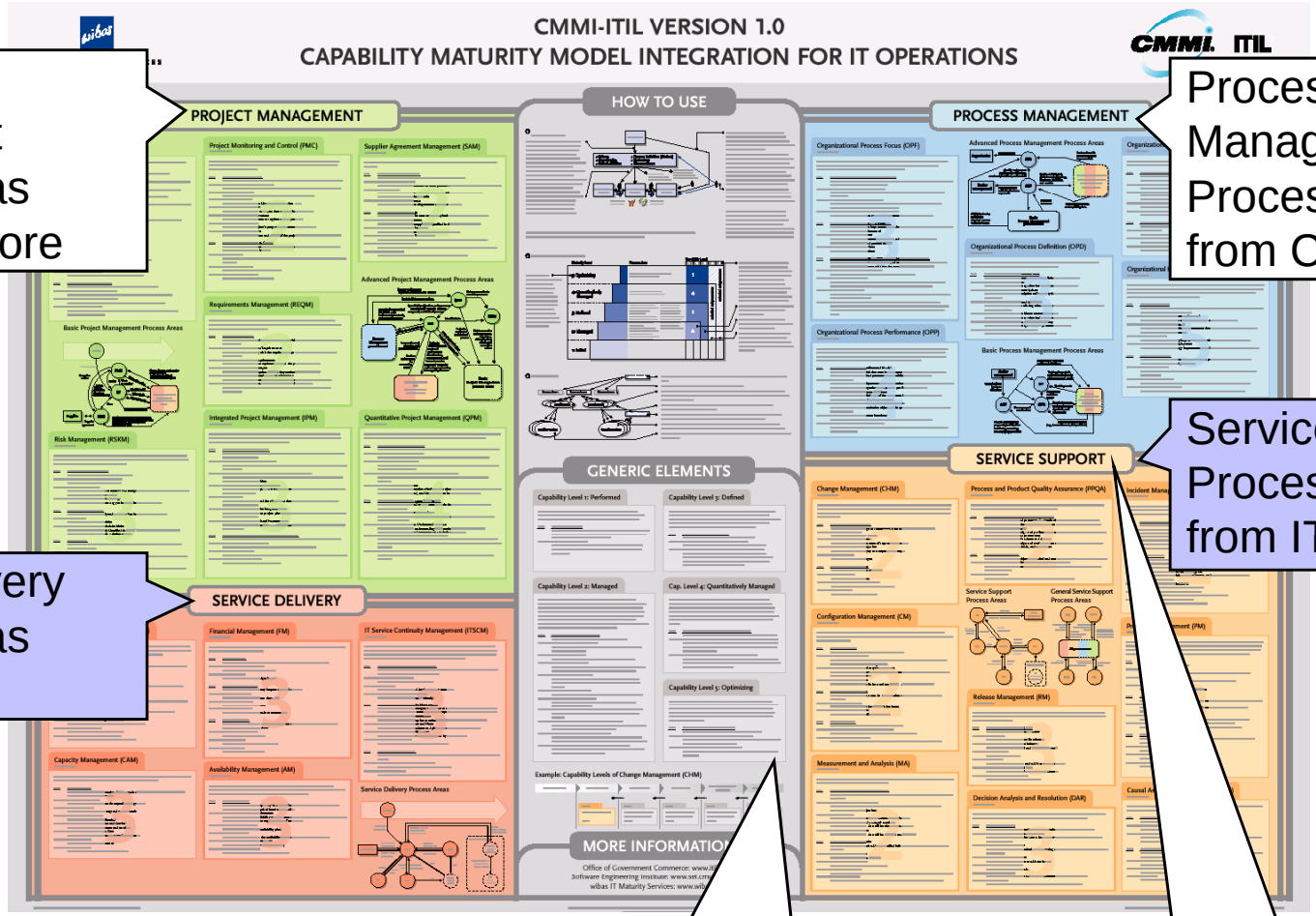
→ CMMI-ITIL

Service Delivery

→ CMMI-DEV

Application Management

CMMI-ITIL merges ITIL process areas with the core process areas of CMMI to create a complete improvement model for IT Operations



Project Management Process Areas from CMMI core

Process Management Process Areas from CMMI core

Service Support Process Areas from ITIL

Service Delivery Process Areas from ITIL

Generic Practices Process Areas from CMMI core

Some Support Process Areas from CMMI core

2 CMMI-ITIL and other Service Models

CMMI-ITIL is 100% ITIL and specific to IT Operations; CMMI for Services addresses all kinds of services

CMMI-ITIL is very different from the CMMI for Services (CMMI-SVC):

- **CMMI-ITIL is an integration of the existing and widely used ITIL into the CMMI family. ITIL text was not changed. Investments in ITIL-based improvements are preserved.**
- **CMMI-SRV is a totally new reference model (new text, new practices).**

- **CMMI-ITIL is specific to IT Operations.**
- **CMMI-SRV more general and addresses all kinds of services.**

- **CMMI-ITIL describes Service Delivery in detail. Service Delivery is a category with several process areas.**
- **Service Delivery is only one process area in CMMI-SRV.**

- **CMMI-ITIL is available.**
- **CMMI-SRV is currently not finished.**

CMMI-ITIL is ITIL and part of the CMMI family; IT-Service CMM is neither CMMI nor ITIL

CMMI-ITIL is very different from the IT Service CMM:

- **CMMI-ITIL is a model of the CMMI family**
- **IT Service CMM is an “old” CMM**

- **CMMI-ITIL is an integration of the existing and widely used ITIL into the CMMI family**
- **IT Service CMM is a different reference model (different text, different practices than ITIL)**

3 Frequently Asked Questions

Question: Which market penetration will CMMI-ITIL have? Answer: The market penetration of ITIL.

CMMI-ITIL is ITIL – integrated in the CMMI structure

A decision for CMMI-ITIL is a decision for ITIL – including the strengths of CMMI.

Question: If I use ITIL, why sould I use CMMI-ITIL? Answer: to integrate with CMMI and use CMMI‘s best practices in an IT Operations environment

CMMI-ITIL provides Best Practices for topics not covered by ITIL, but still necessary for IT Operations: QA, metrics, quantitative management

CMMI-ITIL provides a structured and proven way for process improvement

CMMI-ITIL integrates ITIL in a family of best practices

CMMI-ITIL enables objective evaluations and appraisals based on ITIL

Question: How will ITIL v3 change CMMI-ITIL?
Answer: ITIL v3 updates will be integrated into CMMI-ITIL v3

ITIL v3 will be integrated into CMMI-ITIL based on the same mechanism as ITIL v2

- **All CMMI-ITIL texts have a reference to ITIL source (traceability)**
- **ITIL v3 changes will be incorporated into CMMI-ITIL v3 based on this traceability and the metamodel mapping technique**

The Service Delivery and Service Support ITIL Processes incorporated into CMMI-ITIL have not changed much in ITIL v3

Question: How is CMMI-ITIL made available? Answer: CMMI-ITIL v1.0 is available from wibas – CMMI-ITIL v1.1. will be licensed

The current version CMMI-ITIL v 1.0 has been developed by wibas in cooperation with the Technical University of Darmstadt

TECHNISCHE UNIVERSITÄT DARMSTADT

During the CMMI-ITIL v1.0 trial period the model is only available through wibas; we provide

wibas IT Maturity Services

- **Trainings**
- **SCAMPI Appraisals**
- **Performance Improvement Services**

A cooperation model is currently under discussion with the SEI and the itSMF

Results of the CMMI-ITIL v1.0 trial will go into an CMMI-ITIL v1.1 update; CMMI-ITIL v1.1 will be available as PDF to everyone; CMMI-ITIL trainings will be licensed

Question: How secure are investments in CMMI-ITIL?
Answer: As secure as any investment in ITIL

CMMI-ITIL is still ITIL – you just get more

CMMI-ITIL is supported by itSMF and receives high interest from the SEI – support structures with both organizations are under discussion

CMMI-ITIL v1.1 will become public domain, will be licensed to other companies, and will be supported by them (same as with CMMI-DEV)

4 CMMI-ITIL Products and Services

wibas offers three trainings for CMMI-ITIL

SEI Introduction to CMMI and to CMMI-ITIL	CMMI-ITIL Upgrade from CMMI	SEI Introduction to CMMI Upgrade from ITIL
• 5-day training	• 3-day training	• 3-day training
• Audience: Everyone new to CMMI and ITIL	• Audience: Everyone with experience in CMMI and no knowledge in ITIL	• Audience: Everyone with experience in ITIL and no knowledge in CMMI
• CMMI Structure, all CMMI-DEV and CMMI-ITIL process areas	• CMMI Structure, all ITIL process areas, recap of CMMI process areas	• CMMI Structure, all CMMI process areas, recap of ITIL processes
• ITIL examination „Foundation Certificate in IT Service Management" according to EXIN	• Ends with ITIL examination „Foundation Certificate in IT Service Management" according to EXIN	• SEI Certificate
• SEI Certificate		

wibas also offers an introduction workshop

Workshop CMMI-ITIL Compact

- 1-2 day workshop
- Audience: Everyone who wants to get an overview of CMMI-DEV and CMMI-ITIL
- Overview of CMMI-ITIL structure and process areas
- Topics are selected according to participants needs

wibas offers (SCAMPI) Appraisals for CMMI-ITIL

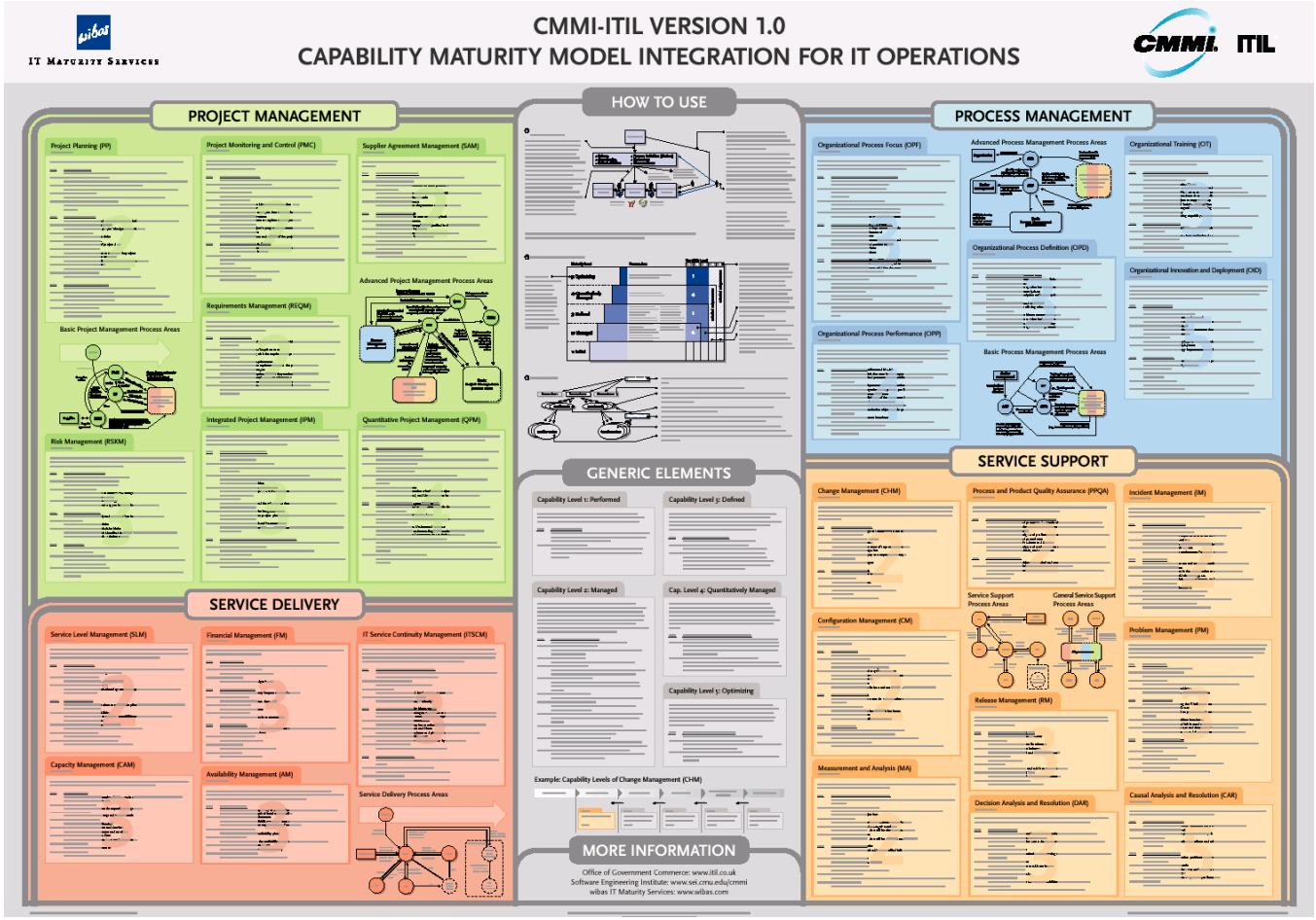
SCAMPI A/B/C Appraisals are already possible for CMMI-ITIL

(incl. Registration with SEI – but currently no publication of results on SEI Webseite)

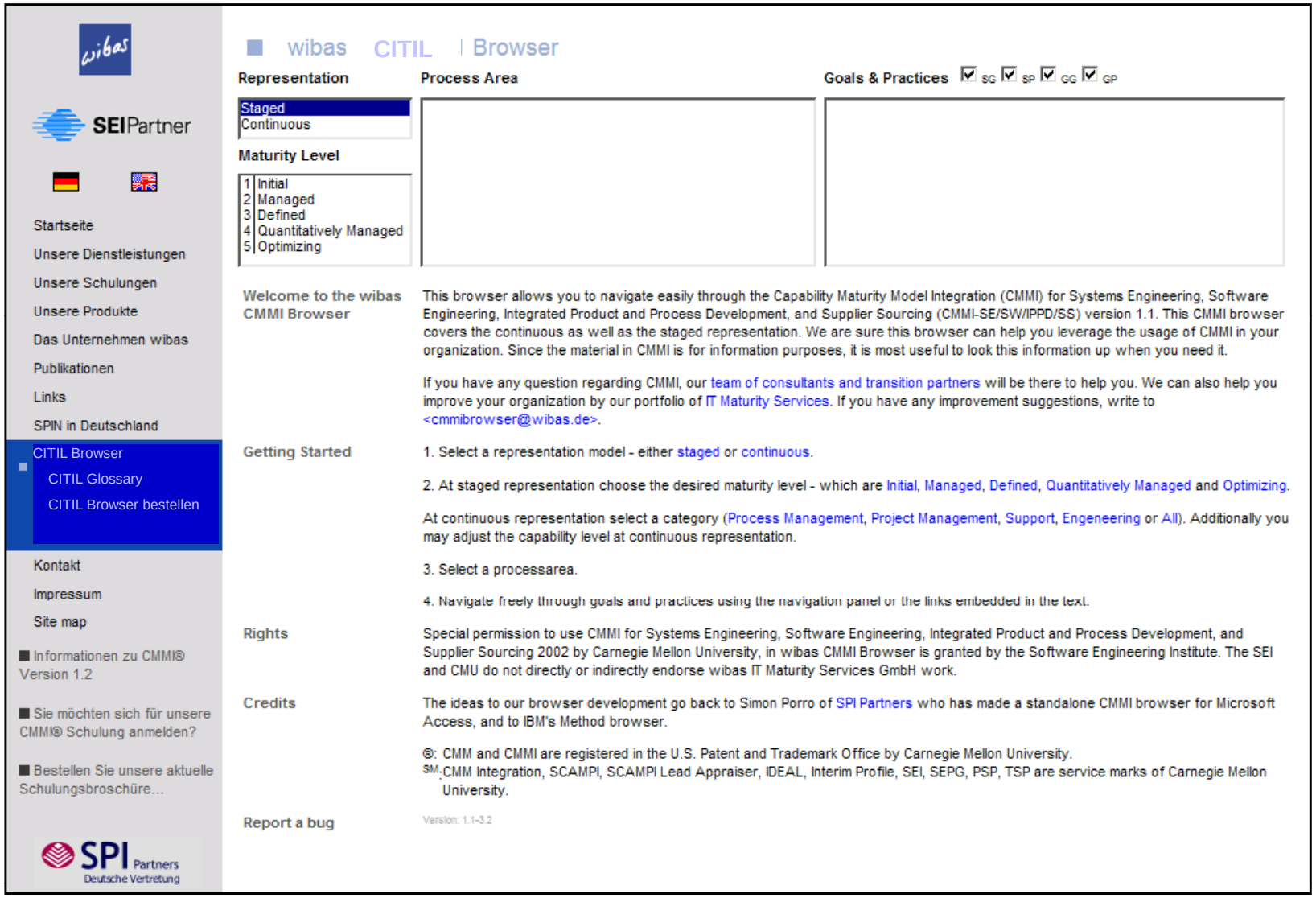
wibas offers consulting services for CMMI-ITIL based performance improvement

- Initiation of CMMI-ITIL based performance improvement projects
- Support by ITIL and CMMI experienced professionals for CMMI-ITIL based solutions
- Support for establishing a QA for IT Operations

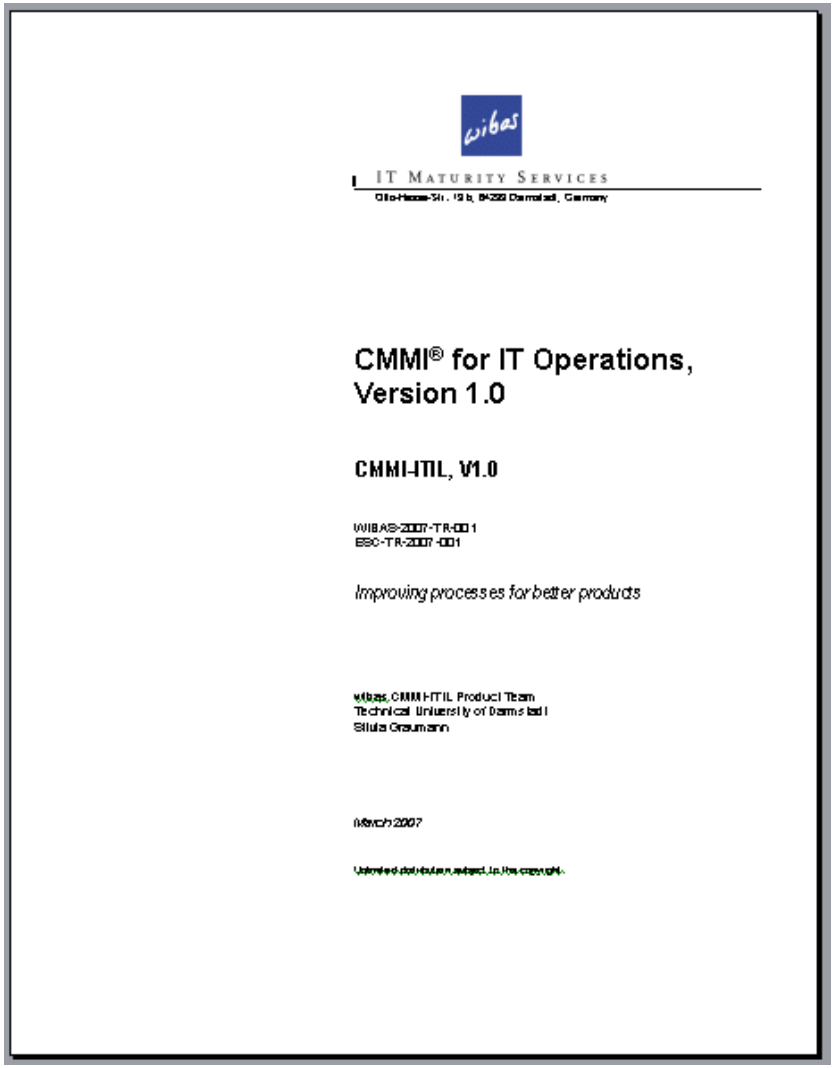
The CMMI-ITIL poster is available to everyone on our website



The CMMI-ITIL v1.0 Browser is available to our customers



The CMMI-ITIL v1.0 PDF is available to our customers



wibas

IT Maturity Services

Otto-Hesse-Str. 19 b, 64293 Darmstadt, Germany

CMMI® for IT Operations, Version 1.0

CMMI-ITIL, V1.0

WIBAS-2007-TR-001
ESC-TR-2007-001

Improving processes for better products

wibas CMMI-ITIL Product Team
Technical University of Darmstadt
Silvia Graumann

March 2007

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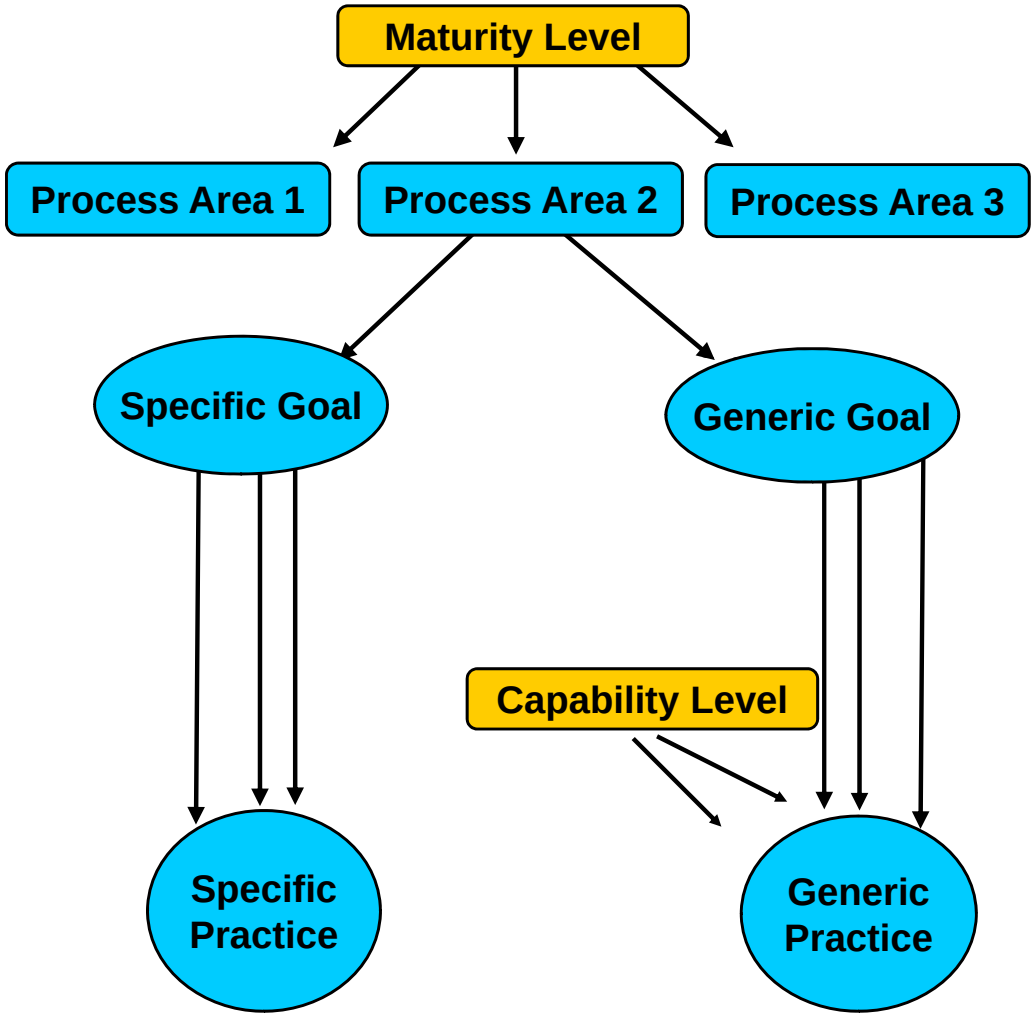
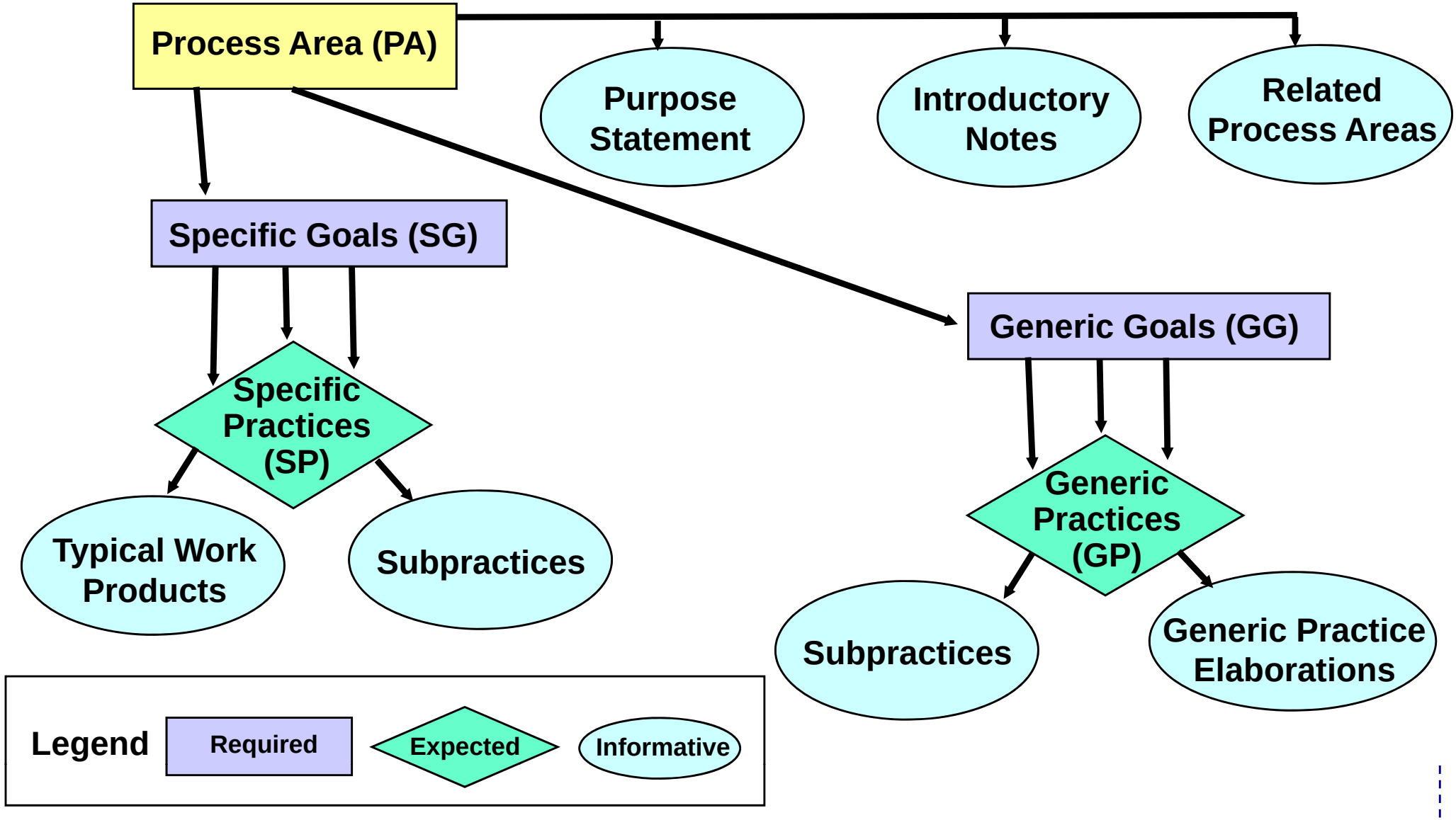
5 CMMI-ITIL in Detail

CMMI-ITIL has the same structure as „CMMI for Development“

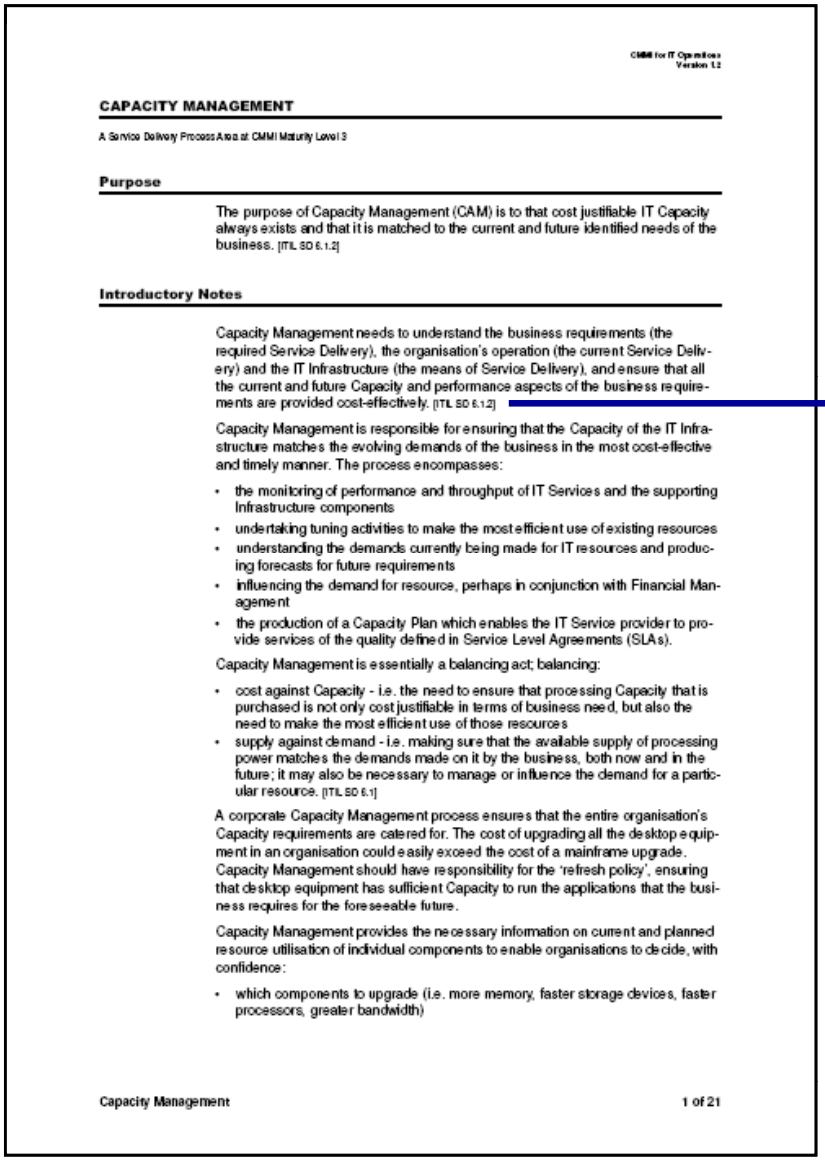


The CMMI-ITIL process areas have the content of ITIL and the structure of CMMI process areas



CMMI-ITIL process areas are structured according to CMMI, but they are based on ITIL text

ITIL in the structure of CMMI 1.2:



CMMI for IT Operations
Version 1.2

CAPACITY MANAGEMENT

A Service Delivery Process Area at CMMI Maturity Level 3

Purpose

The purpose of Capacity Management (CAM) is to that cost justifiable IT Capacity always exists and that it is matched to the current and future identified needs of the business. [ITIL SD 6.1.2]

Introductory Notes

Capacity Management needs to understand the business requirements (the required Service Delivery), the organisation's operation (the current Service Delivery) and the IT Infrastructure (the means of Service Delivery), and ensure that all the current and future Capacity and performance aspects of the business requirements are provided cost-effectively. [ITIL SD 6.1.2]

Capacity Management is responsible for ensuring that the Capacity of the IT Infrastructure matches the evolving demands of the business in the most cost-effective and timely manner. The process encompasses:

- the monitoring of performance and throughput of IT Services and the supporting Infrastructure components
- undertaking tuning activities to make the most efficient use of existing resources
- understanding the demands currently being made for IT resources and producing forecasts for future requirements
- influencing the demand for resource, perhaps in conjunction with Financial Management
- the production of a Capacity Plan which enables the IT Service provider to provide services of the quality defined in Service Level Agreements (SLAs).

Capacity Management is essentially a balancing act; balancing:

- cost against Capacity - i.e. the need to ensure that processing Capacity that is purchased is not only cost justifiable in terms of business need, but also the need to make the most efficient use of those resources
- supply against demand - i.e. making sure that the available supply of processing power matches the demands made on it by the business, both now and in the future; it may also be necessary to manage or influence the demand for a particular resource. [ITIL SD 6.1]

A corporate Capacity Management process ensures that the entire organisation's Capacity requirements are catered for. The cost of upgrading all the desktop equipment in an organisation could easily exceed the cost of a mainframe upgrade. Capacity Management should have responsibility for the 'refresh policy', ensuring that desktop equipment has sufficient Capacity to run the applications that the business requires for the foreseeable future.

Capacity Management provides the necessary information on current and planned resource utilisation of individual components to enable organisations to decide, with confidence:

- which components to upgrade (i.e. more memory, faster storage devices, faster processors, greater bandwidth)

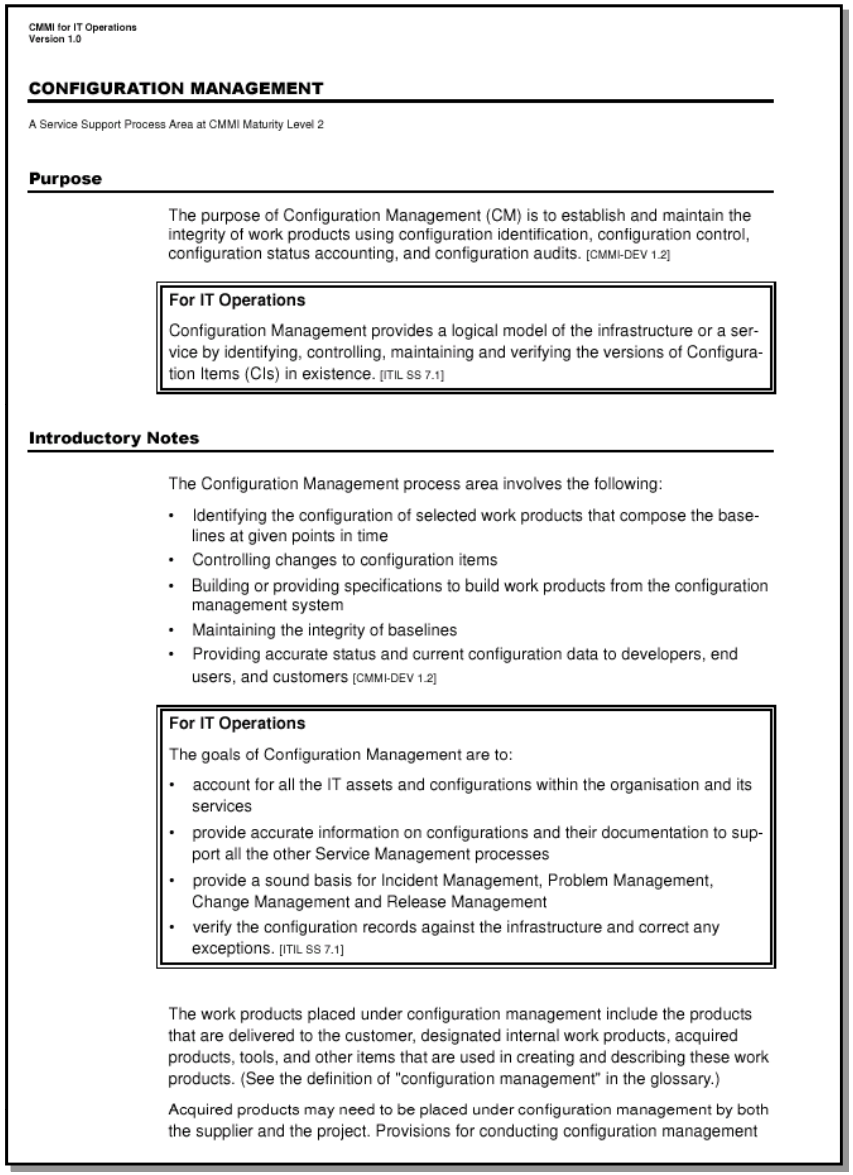
Capacity Management 1 of 21

[ITIL SD 6.1.2]

Every text has traceability to its source:

ITIL-Book „Service Delivery“, Chapter 6.1.2

The process areas Configuration Management of CMMI and ITIL were merged within the practices using additions



CMMI for IT Operations
Version 1.0

CONFIGURATION MANAGEMENT

A Service Support Process Area at CMMI Maturity Level 2

Purpose

The purpose of Configuration Management (CM) is to establish and maintain the integrity of work products using configuration identification, configuration control, configuration status accounting, and configuration audits. [CMMI-DEV 1.2]

For IT Operations

Configuration Management provides a logical model of the infrastructure or a service by identifying, controlling, maintaining and verifying the versions of Configuration Items (CIs) in existence. [ITIL SS 7.1]

Introductory Notes

The Configuration Management process area involves the following:

- Identifying the configuration of selected work products that compose the baselines at given points in time
- Controlling changes to configuration items
- Building or providing specifications to build work products from the configuration management system
- Maintaining the integrity of baselines
- Providing accurate status and current configuration data to developers, end users, and customers [CMMI-DEV 1.2]

For IT Operations

The goals of Configuration Management are to:

- account for all the IT assets and configurations within the organisation and its services
- provide accurate information on configurations and their documentation to support all the other Service Management processes
- provide a sound basis for Incident Management, Problem Management, Change Management and Release Management
- verify the configuration records against the infrastructure and correct any exceptions. [ITIL SS 7.1]

The work products placed under configuration management include the products that are delivered to the customer, designated internal work products, acquired products, tools, and other items that are used in creating and describing these work products. (See the definition of "configuration management" in the glossary.)

Acquired products may need to be placed under configuration management by both the supplier and the project. Provisions for conducting configuration management

Addition with ITIL-Text

The glossaries of CMMI and ITIL were merged

CMMI for IT Operations
Version 1.0

CMMI-ITIL 1.0 GLOSSARY

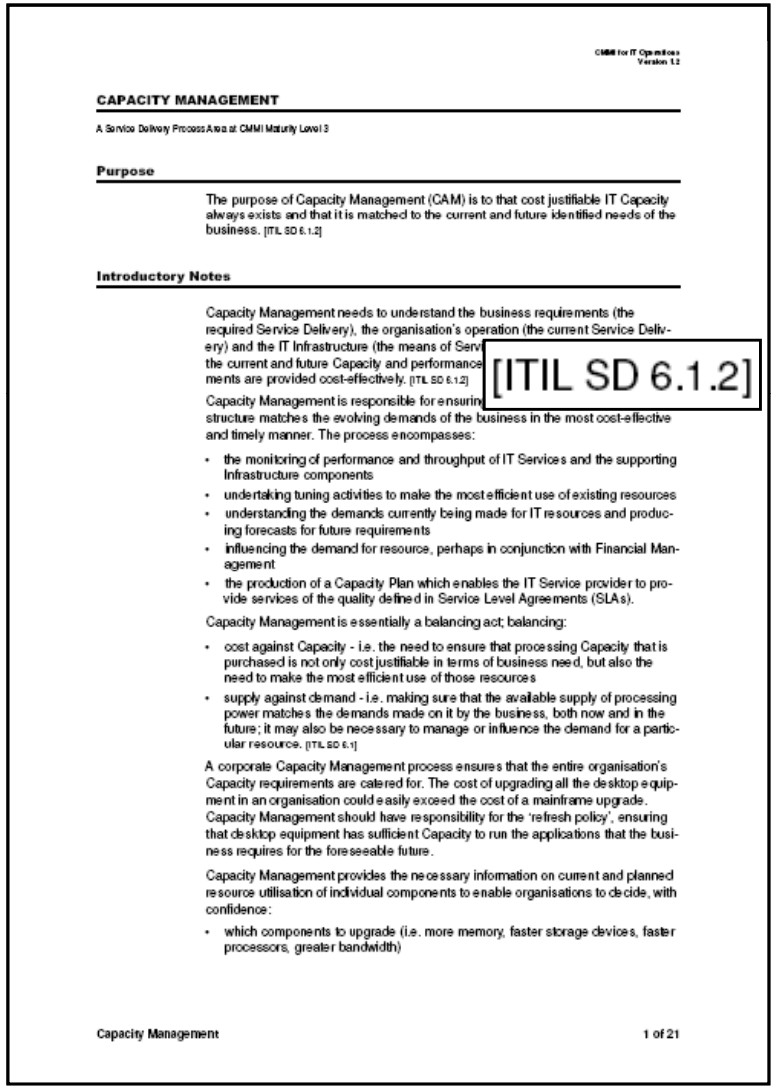
References:

[Service Support / Service Delivery Appendix A.2 Glossary of terms]

[CMMI-DEV 1.2 D. Glossary]

Absorbed Overhead	Overhead which, by means of absorption rates, is included in costs of specific Products or saleable Services, in a given period of time. Under- or over-Absorbed Overhead. The difference between overhead cost incurred and overhead cost absorbed: it may be split into its two constituent parts for control purposes.
Absorption Costing	A principle whereby fixed as well as variable costs are allotted to Cost Units and total overheads are absorbed according to activity level. The term may be applied where Production costs only, or costs of all functions are so allotted.
Acceptance Criteria	The criteria that a Product or Product Component must satisfy to be accepted by a user, Customer, or other authorized entity.
Acceptance Testing	Formal testing conducted to enable a user, Customer, or other authorized entity to determine whether to accept a Product or Product Component. (See also "Unit Testing".)
Achievement Profile	In the Continuous Representation, a list of Process Areas and their corresponding Capability Levels that represent the Organization's progress for each Process Area while advancing through the Capability Levels. (See also "Capability Level Profile," "Target Profile," and "Target Staging".)
Acquisition	The Process of obtaining Products (goods and Services) through contract.
Acquisition Strategy	The specific approach to acquiring Products and Services that is based on considerations of supply sources, Acquisition methods, Requirements specification types, contract or agreement types, and the related Acquisition risk.
Action Lists	Defined actions, allocated to recovery teams and individuals, within a phase of a plan. These are supported by Reference Data.
Addition	In the CMMI Product Suite, a clearly marked model component that contains information of interest to particular users. In a CMMI Model, all additions bearing the same name (e.g., the IPPD addition) may be optionally selected as a group for use.
Adequate	This word is used so that you can interpret Goals and practices in light of your Organization's Business Objectives. When using any CMMI Model, you must interpret the practices so that they work for your Organization. This term is used in Goals and practices where certain activities may not be done all of the time. (See also "appropriate" and "as needed".)

A bidirectional traceability from ITIL to CMMI (table) and from CMMI-ITIL to ITIL (references) is provided



CMMI for IT Operations
Version 1.2

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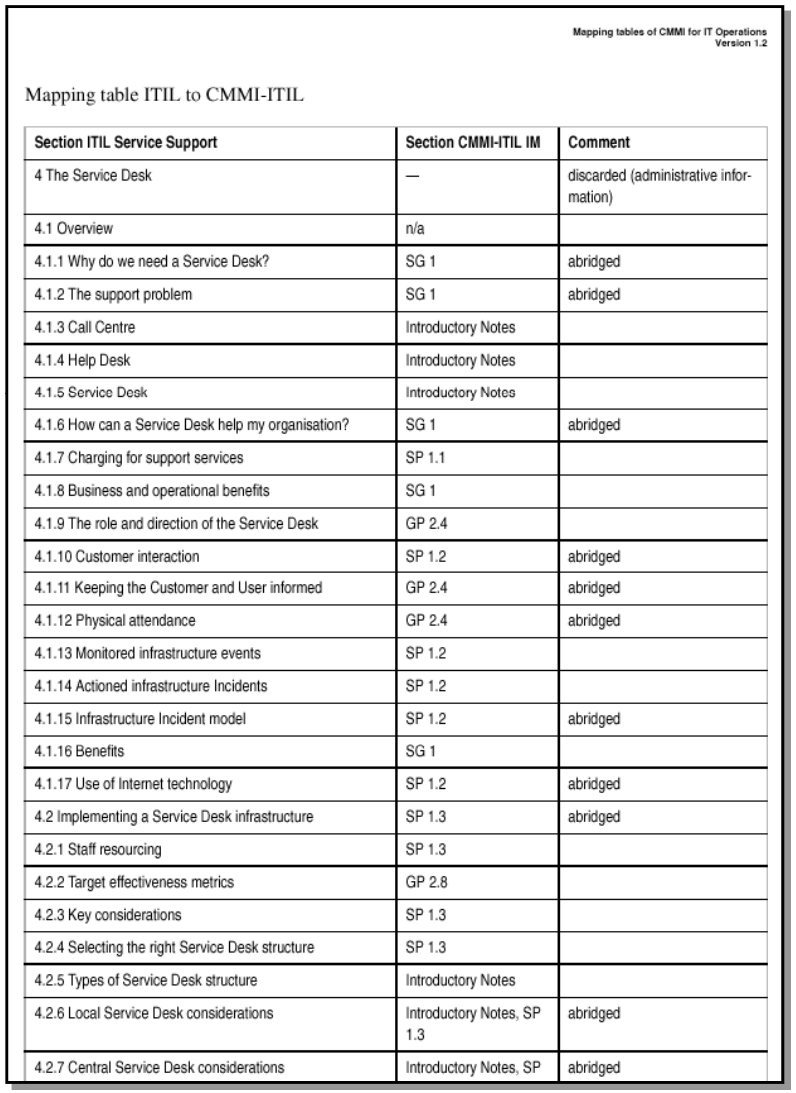
Capacity Management 1 of 21

Link CMMI-ITIL to ITIL



Mapping tables of CMMI for IT Operations
Version 1.2

Mapping table ITIL to CMMI-ITIL

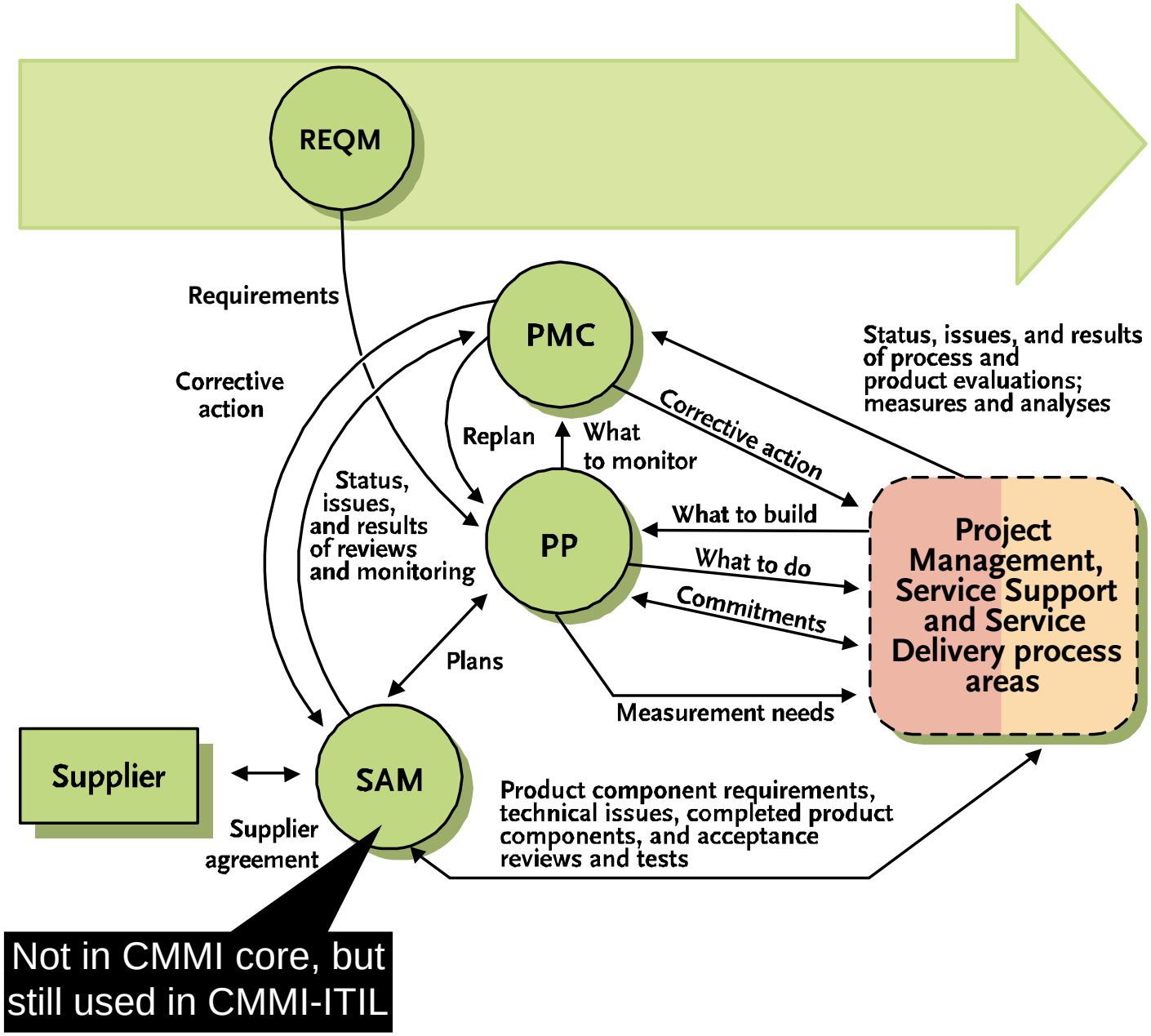
Section ITIL Service Support	Section CMMI-ITIL IM	Comment
4 The Service Desk	—	discarded (administrative information)
4.1 Overview	n/a	
4.1.1 Why do we need a Service Desk?	SG 1	abridged
4.1.2 The support problem	SG 1	abridged
4.1.3 Call Centre	Introductory Notes	
4.1.4 Help Desk	Introductory Notes	
4.1.5 Service Desk	Introductory Notes	
4.1.6 How can a Service Desk help my organisation?	SG 1	abridged
4.1.7 Charging for support services	SP 1.1	
4.1.8 Business and operational benefits	SG 1	
4.1.9 The role and direction of the Service Desk	GP 2.4	
4.1.10 Customer interaction	SP 1.2	abridged
4.1.11 Keeping the Customer and User informed	GP 2.4	abridged
4.1.12 Physical attendance	GP 2.4	abridged
4.1.13 Monitored infrastructure events	SP 1.2	
4.1.14 Actioned infrastructure Incidents	SP 1.2	
4.1.15 Infrastructure Incident model	SP 1.2	abridged
4.1.16 Benefits	SG 1	
4.1.17 Use of Internet technology	SP 1.2	abridged
4.2 Implementing a Service Desk infrastructure	SP 1.3	abridged
4.2.1 Staff resourcing	SP 1.3	
4.2.2 Target effectiveness metrics	GP 2.8	
4.2.3 Key considerations	SP 1.3	
4.2.4 Selecting the right Service Desk structure	SP 1.3	
4.2.5 Types of Service Desk structure	Introductory Notes	
4.2.6 Local Service Desk considerations	Introductory Notes, SP 1.3	abridged
4.2.7 Central Service Desk considerations	Introductory Notes, SP	abridged

Link ITIL to CMMI-ITIL

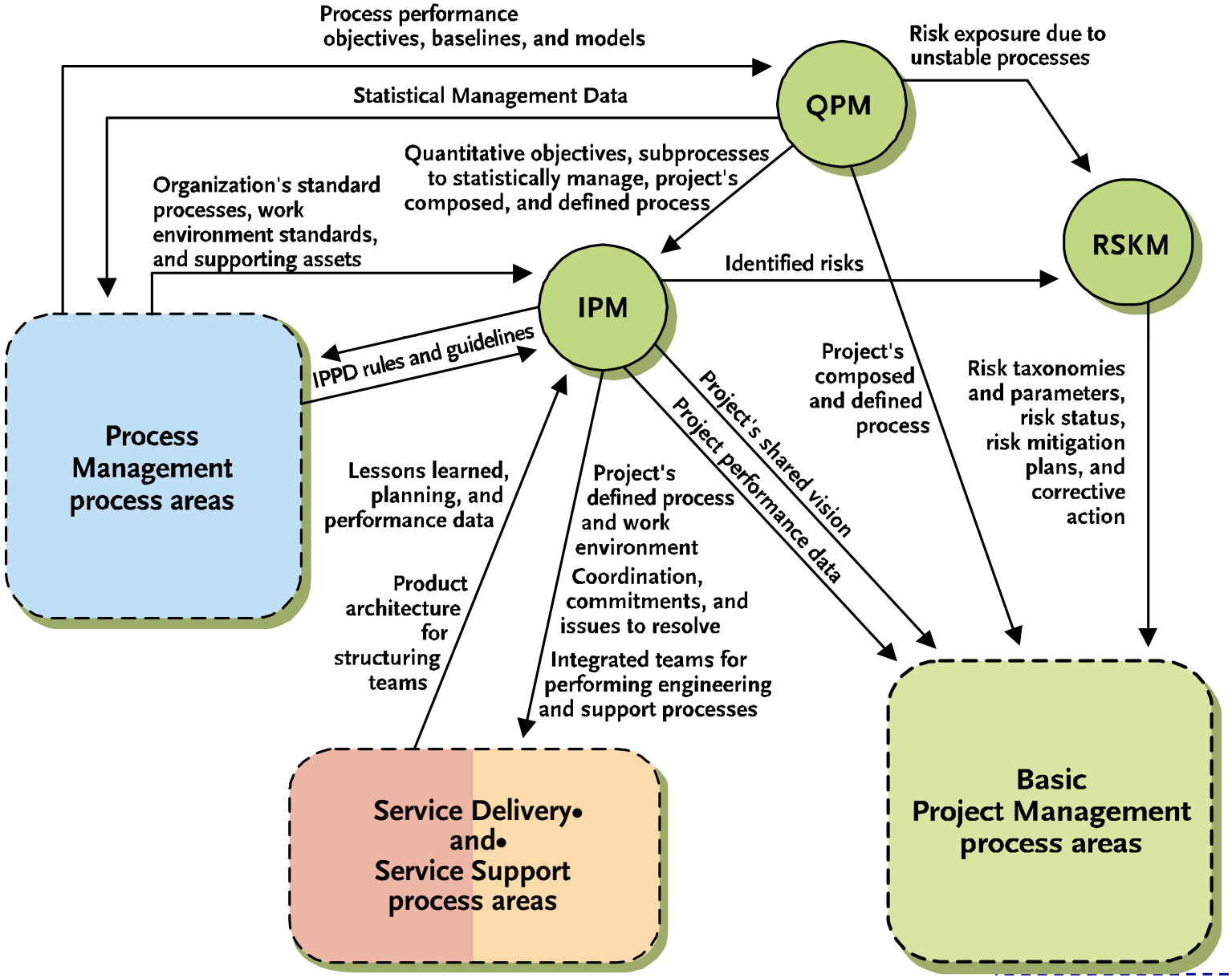
CMMI-ITIL has 4 categories: Project Management, Service Support, Service Delivery and Process Management

Category	Process Areas
Process Management	Organizational Process Focus Organizational Process Definition +IPPD Organizational Training Organizational Process Performance Organizational Innovation and Deployment
Project Management	Requirements Management Project Planning Project Monitoring and Control Supplier Agreement Management Integrated Project Management + IPPD Risk Management Quantitative Project Management
Service Delivery	Service Level Management Financial Management Capacity Management IT Service Continuity Management Availability Management
Service Support	Incident Management including Service Desk Problem Management Change Management Release Management Configuration Management Process and Product Quality Assurance Measurement and Analysis Decision Analysis and Resolution Causal Analysis and Resolution

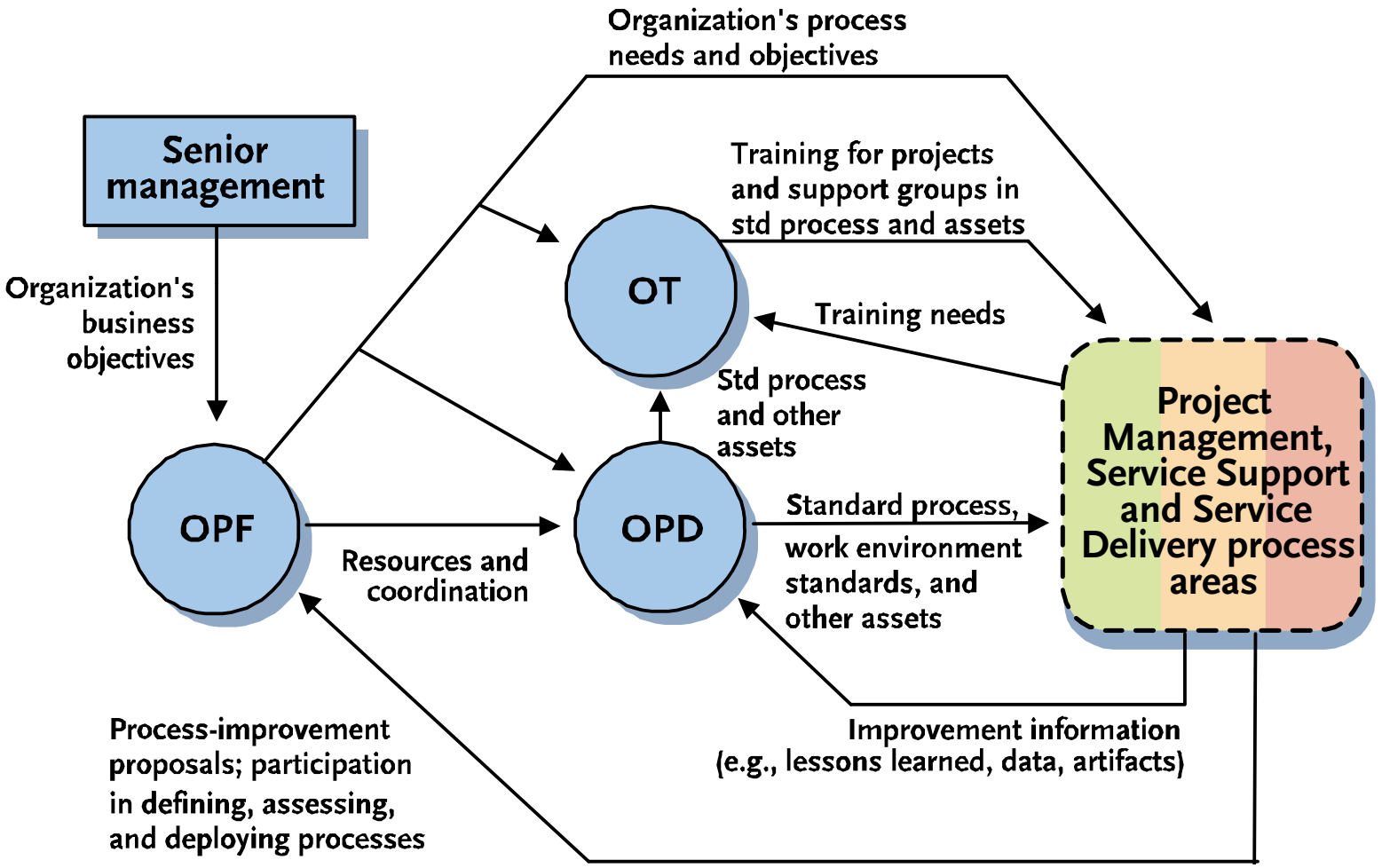
REQM is now included in the project management category



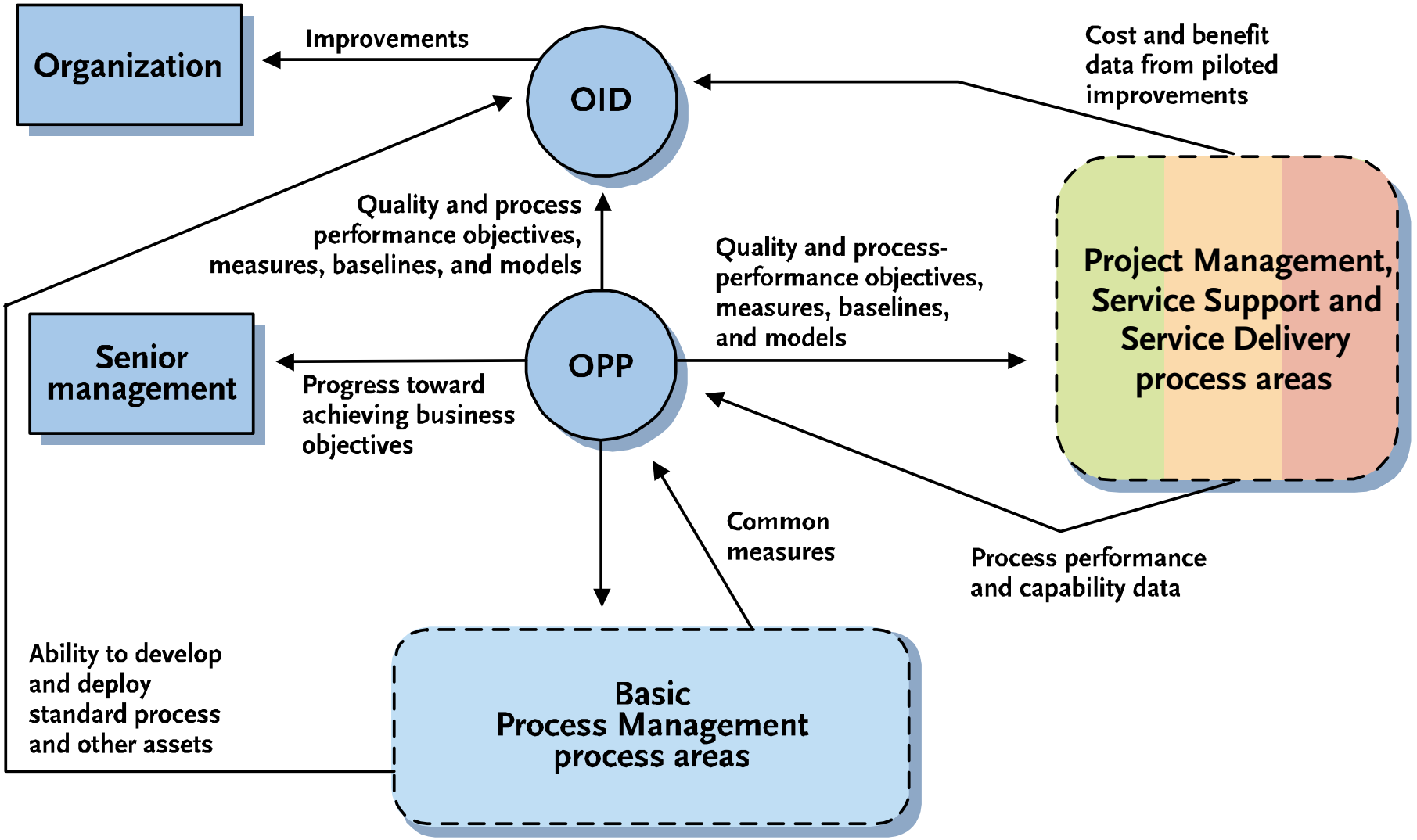
The Advanced Project Management Process Areas are unchanged from CMMI-DEV



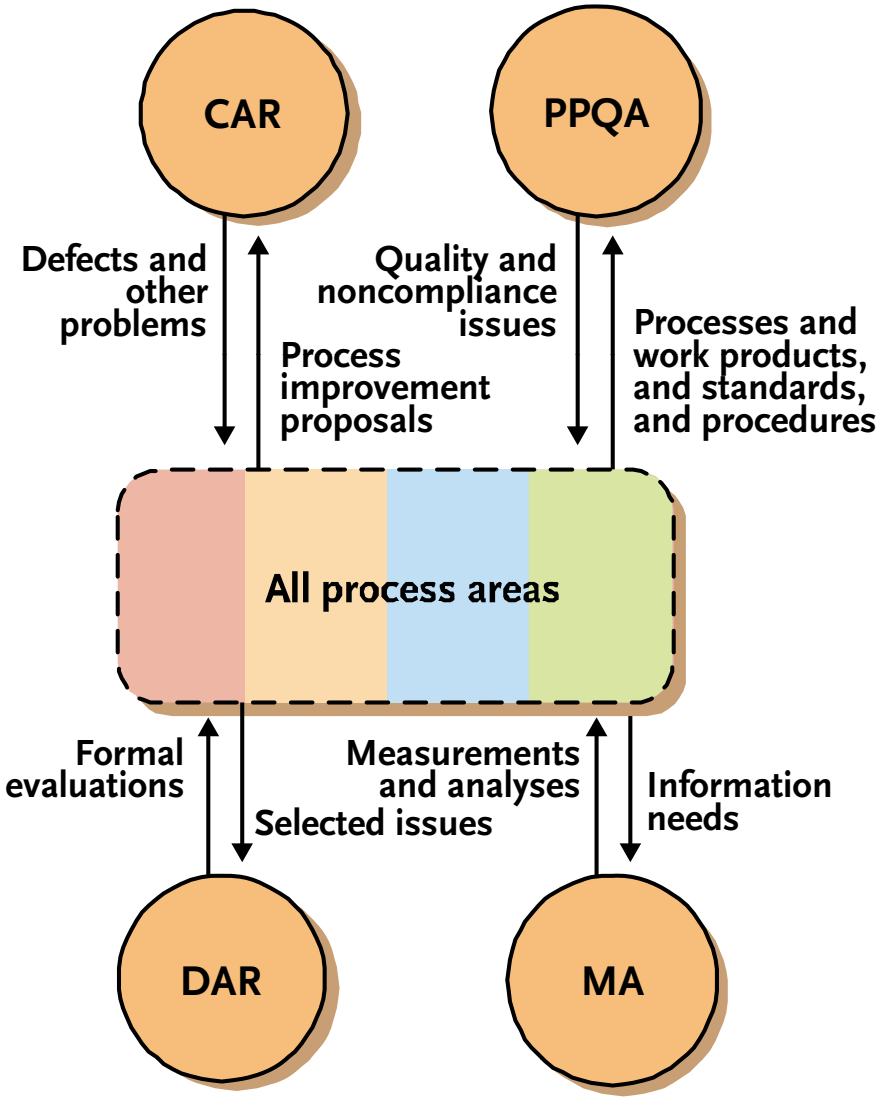
The Basic Process Management process areas are unchanged to CMMI-DEV



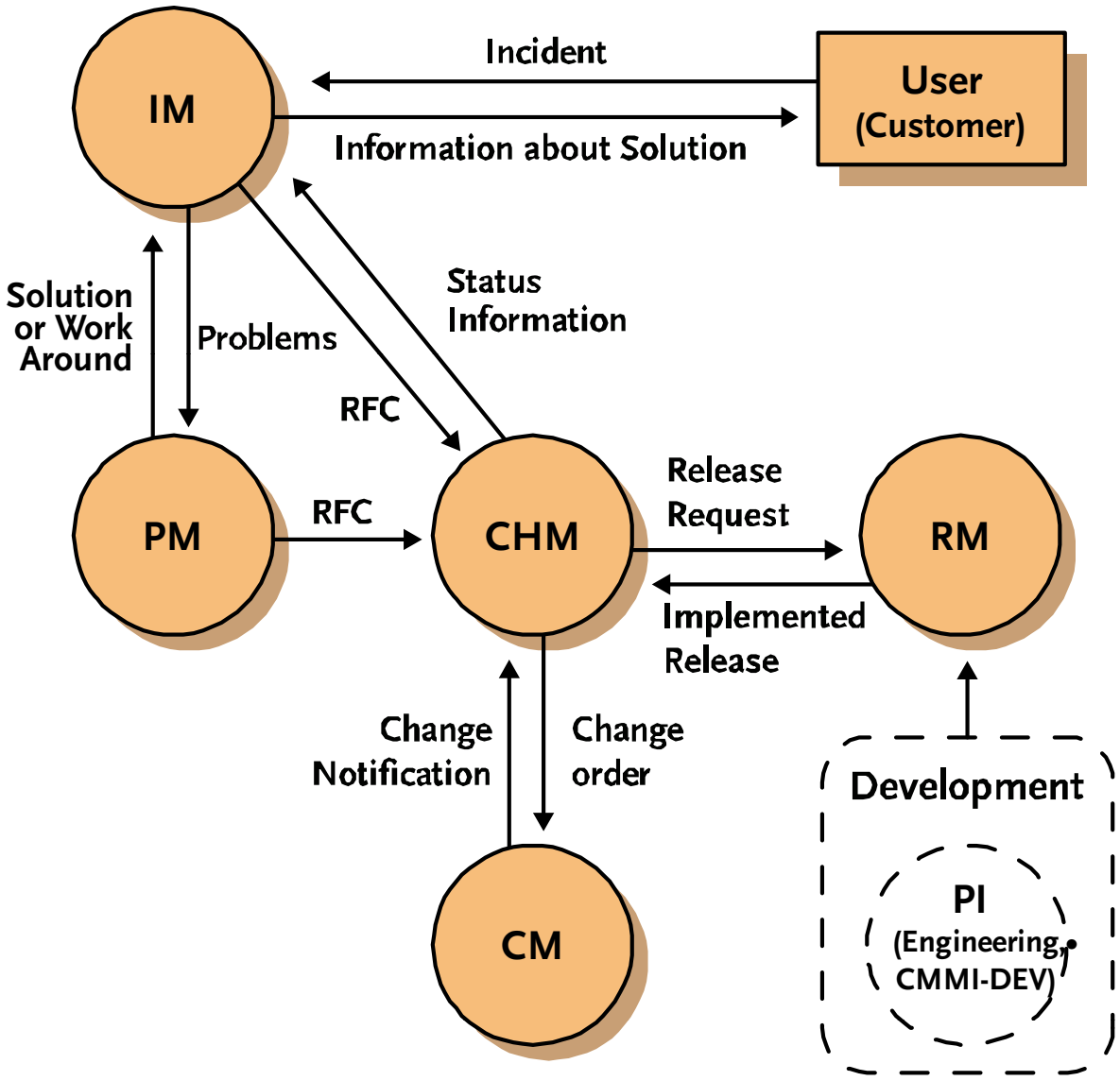
The Advanced Process Management process areas are unchanged to CMMI-DEV (1/2)



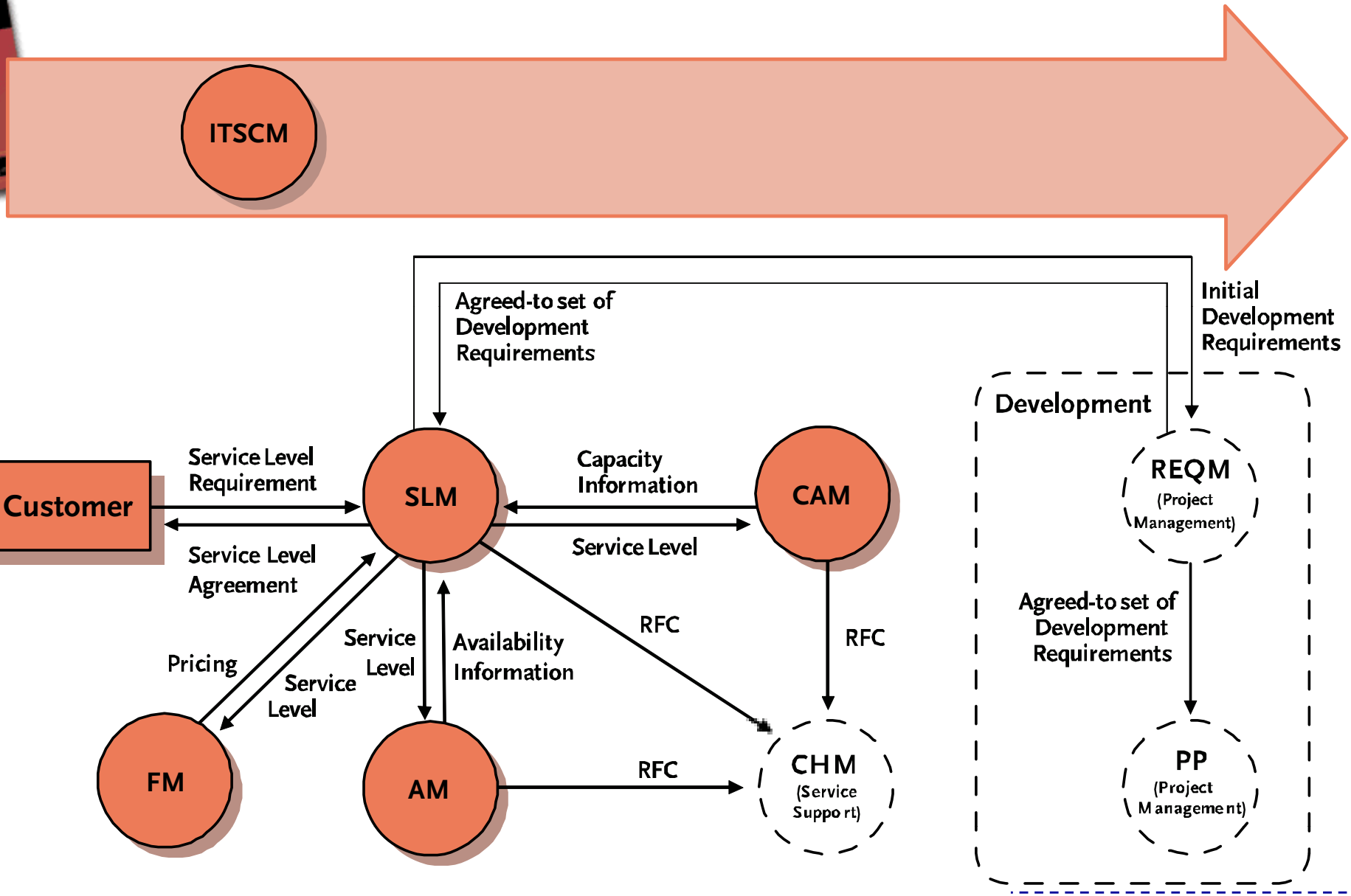
The Core Support Process Areas are the same as in CMMI-DEV and belong to the Service Support category



The IT Oprations Service Support Process Areas were taken from the ITIL Service Support Book



The Service Delivery Process Areas were taken from the ITIL Service Delivery Book



The Specific Goals and Specific Practices of the new CMMI-ITIL Process Areas – AM & CAM

Availability Management

SG 1 Manage Availability

SP 1.1 Determine Availability Requirements

SP 1.2 Establish Availability Plan

SP 1.3 Monitor Availability

SP 1.4 Design for Availability and Recovery

SP 1.5 Tune Systems and Services

Capacity Management

SG 1 Manage Capacity

SP 1.1 Establish Capacity Plan

SP 1.2 Monitor Utilization

SP 1.3 Analyse Utilization Trends

SP 1.4 Tune and implement Systems and Services

SP 1.5 Store Capacity Management Data

SP 1.6 Manage Demand

SP 1.7 Size Applications

The Specific Goals and Specific Practices of the new CMMI-ITIL Process Areas – CHM & CM

Change Management

SG 1 Manage Requests for Change

SP 1.1 Log and Filter Changes

SP 1.2 Assess Impact and Resources

SP 1.3 Allocate Priorities and Categories

SP 1.4 Authorize Changes

SG 2 Manage Approved Changes

SP 2.1 Schedule Changes

SP 2.2 Build, Test and Implement Changes

SP 2.3 Review Changes

Configuration Management

SG 1 Establish Baselines

SP 1.1 Identify Configuration Items

SP 1.2 Establish a Configuration Management System

SP 1.3 Create or Release Baselines

SG 2 Track and Control Changes

SP 2.1 Track Change Requests

SP 2.2 Control Configuration Items

SG 3 Establish Integrity

SP 3.1 Establish Configuration Management Records

SP 3.2 Perform Configuration Audits

The Specific Goals and Specific Practices of the new CMMI-ITIL Process Areas – FM & IM

Financial Management

SG 1 Manage Budgets

SP 1.1 Estimate Cost of Budget Items

SP 1.2 Monitor Budgets

SG 2 Account for Money Spent

SP 2.1 Establish Cost Model

SP 2.2 Perform Cost Analysis

SP 2.3 Appraise Investments

SG 3 Charge for Services

SP 3.1 Establish Charging Model

SP 3.2 Establish Pricing

SP 3.3 Invoice Services

Incident Management

SG 1 Provide Single Point of Contact

SP 1.1 Establish Service Desk Requirements

SP 1.2 Establish Service Desk Procedures

SP 1.3 Establish Service Desk Environment

SG 2 Manage Incidents

SP 2.1 Detect and Record Incidents

SP 2.2 Classify Incidents and Provide Initial support

SP 2.3 Investigate and Diagnose Incidents

SP 2.4 Resolve Incidents and Take Recovery Actions

SP 2.5 Track and Monitor Incidents to Closure

The Specific Goals and Specific Practices of the new CMMI-ITIL Process Areas – ITSCM & PM

IT Service Continuity Management

SG 1 Identify Requirements and Define Strategy

SP 1.1 Analyze Business Impacts

SP 1.2 Assess Risks

SP 1.3 Define Business Continuity Strategy

SG 2 Establish Business Continuity Management

SP 2.1 Plan Organisation and Implementation

SP 2.2 Develop Recovery Procedures and Plans

SP 2.3 Implement Risk Reduction Measures

SP 2.4 Test Business Continuity

SG 3 Ensure Business Continuity

SP 3.1 Ensure Operability of Business Continuity

SP 3.2 Generate Awareness

Problem Management

SG 1 Control Problems

SP 1.1 Identify and Record Problems

SP 1.2 Classify Problems

SP 1.3 Investigate and Diagnose Problems

SG 2 Control Errors

SP 2.1 Identify and Record Error

SP 2.2 Assess Error and Initiate Error Resolution

SP 2.3 Track and Monitor Error and Associated Problems to Closure

SG 3 Proactively Manage Problems

SP 3.1 Analyze Trends

SP 3.2 Target Preventive Actions

SP 3.3 Provide Informations

The Specific Goals and Specific Practices of the new CMMI-ITIL Process Areas – RM & SLM

Release Management

SG 1 Develop and Implement Releases

SP 1.1 Plan Releases

SP 1.2 Design, Build and Configure Releases

SP 1.3 Accept Releases

SP 1.4 Plan Rollout

SP 1.5 Communicate, Prepare and Train

SP 1.6 Distribute and Install Releases

Service Level Management

SG 1 Establish Agreements

SP 1.1 Establish Service Catalog

SP 1.2 Establish SLAs, OLAs and UCs

SG 2 Manage Agreements

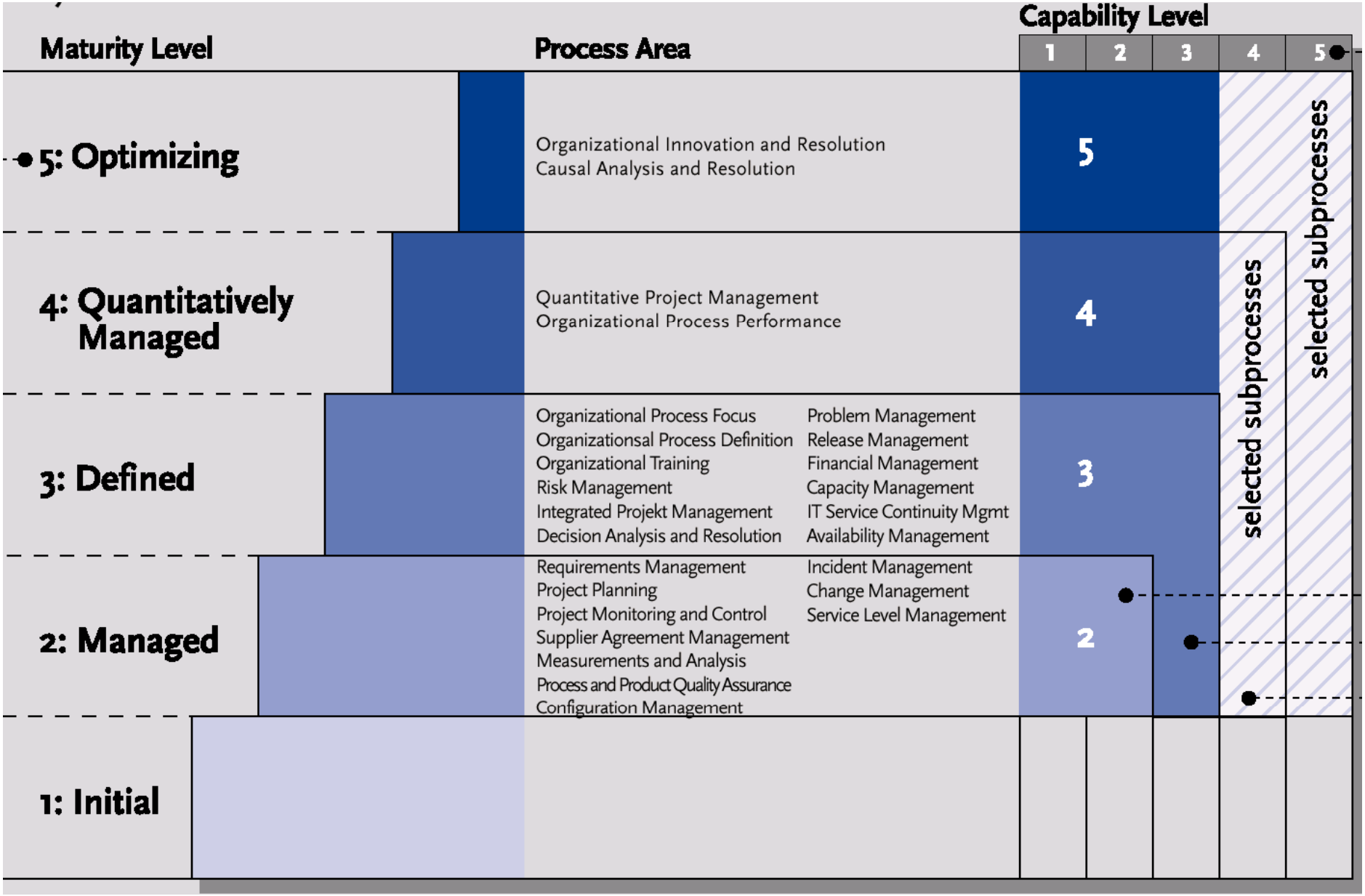
SP 2.1 Establish Monitoring Capabilities

SP 2.2 Define Reporting and Review Procedures

SP 2.3 Perform Service Reviews

SP 2.4 Perform Service Improvement Program

The 5 Maturity Levels were defined specifically for CMMI-ITIL



The CMMI-ITIL Maturity Level 2

core	Requirements Management	REQM
	Project Planning	PP
	Project Monitoring and Control	PMC
	Supplier Agreement Management (shared)	SAM
	Configuration Management	CM
	Measurement and Analysis	MA
	Process and Product Quality Assurance	PPQA
CMMI-ITIL	Incident Management	IM
	Change Management	CHM
	Service Level Management	SLM

2 Managed

The CMMI-ITIL Maturity Level 3

core	Decision Analysis and Resolution	DAR
	Risk Management	RSKM
	Integrated Project Management	IPM
	Organizational Process Definition	OPD
	Organizational Process Focus	OPF
	Organizational Training	OT
CMMI-ITIL	Problem Management	PM
	Release Management	RM
	Financial Management	FM
	IT Service Continuity Management	ITSCM
	Capacity Management	CAM
	Availability Management	AM

3 Defined

The CMMI-ITIL Maturity Level 4 and 5 are unchanged to CMMI-DEV

core	Organizational Innovation and Deployment Causal Analysis and Resolution	OID CAR

core	Quantitative Project Management Organizational Process Performance	QPM OPP

5 Opti-mizing

4 Quantitatively Managed

6 How to obtain CMMI-ITIL

Do you want to use CMMI-ITIL?

IT Maturity Services

Do you want to use CMMI-ITIL v1.0?

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