Defense Enterprise Service Management Framework
“While the idea of improvisation may seem at odds with that of predetermined structure, most improvisers thrive on some level of structure. If one is asked to improvise, and no guidelines are provided on what to play, many musicians have difficulty focusing their ideas... Similarly, if a musician is given some structure to follow in his improvisation, it usually results in a more cohesive performance.”

-Marc Sabatella
Jazz Musician and Educator
What's a Process Framework

- A general set of guidelines by which an organization agrees to design and implement its processes, procedures and work instructions.

- Divided in two types;
  - General
  - Compliance (auditable)

- With three aspects;
  - Process Management Methods
  - Process Management Roles
  - The Core Process Map

- Purpose;
  - Common language and nomenclature
  - General agreed to process structures enabling organizational convergence
  - Enables comprehensive workflow and management controls
  - Controls handoffs and seams
  - Lowers costs through common use and re-use
  - Industrialization of processes through a general elimination of derivation
  - Efficient Predictable and Repeatable Results
  - Allows variation within the process and agile response
What’s a Process Framework?

“Jazz is not just. ‘Well, man this is what I feel like playing.’ It’s a very structured thing that comes down from tradition and requires a lot of thought and study.”

- Wynton Marsalis

Traditional Frameworks

- Information Technology Infrastructure Library V.3 2011
- COBIT V.4 (spell out)
- ISO 20000
- The Business Enterprise Architecture (BEA)
- The Enhanced Telecommunications Operations Map (eTOM)
- ISO 25000
- Business Process Framework
- Eclipse Process Framework
- Open Process Framework
- Lean Six Sigma (LSS)
- The Balanced Scorecard (BSC)
- HDI Support Center Certification (HSCC)
- ISO 9001

And more as they prove out their worth


A Defense IT Framework

“If you can’t describe what you’re doing as a process, you don’t know what you’re doing.”

- W. Edwards Demming

The Defense Enterprise Service Management Framework

A fusion of regulatory, legislative, process, improvement and compliance frameworks into a unified service management framework for managing the DoD IT Enterprise.

• ITIL Concept and language basis
• Integrates other process and compliance framework parts
• Full supplemented ISO 20000 compliance core (in 2012-13)
• Full life cycle compliance and best practices checklists by process
• Open Source development and improvement methodology
  – DoD and industry partnership development
• Companion Classified Framework
• Artifact library
• Established process, procedure and work Instruction control schema
• Rapid Process Improvement methodologies utilizing Community of Practice open source sharing
• Integrates Legislative, Policy and Regulations
• Managed by the ESM Consortium sub-committees (coming soon)
• DoD wide adopted framework (coming soon)
Separation of Process and Policy

**Past**

- DoD Directives
- DFAR
- DISA PAC Instructions
- DISA Circulars
- MOAs
- DoD Instructions
- DISA EUR Instructions
- DISA Instructions
- CJCSIs
- DISA CONUS Instructions

**Present**

**POLICY**

Based on ISO 20000 and CobiT
(Executives & Process Owners)

**PROCESS**

Based on ITIL V3
(Process Owners & Managers)

**PROCEDURES**

Become CONOPs & SOPs
(Process Managers & Workers)

**WORK INSTRUCTIONS**

Tool-specific content
(Workers & Vendor Documentation)
A Defense IT Framework

Framework

Process Layer

Procedural Layer

Work Instruction

Some Variations Due to Mission

DES MF

Incident Management

Network Incident

Desktop Incident

Application Incident

Tier I WIs

Tier II WIs

Tier I WIs

Tier II WIs

Common Vocabulary, Structure and Auditable

Policy, Legislation and Regulations
DESMF Contents

• Critical Success Factors
• Guiding Principles
• The ITSM Structure
  – Governance
  – Service Strategy Domain
  – Service Design Domain
  – Service Transition Domain
  – Service Operations Domain
  – Continual Service Improvement Domain
• Functional Roles and Responsibilities
• Metrics
• Milestones
• Functions
• Glossary
By Domain Content

- Domain description
  - Domain cross reference Table
- Metrics
- Milestones
- Process Description
  1. Goal
  2. Scope
  3. Benefits of the Process
  4. Expected Outcomes
  5. Guiding Principles
  6. Direction on Creating Policy
  7. Relationship to Processes Outside the Domain
  8. Additional Milestones
  9. Roles and Responsibilities
  10. Process Checklists
  11. Inputs and Outputs
DESMF Roles

**Executive Sponsor**
Set the Agency Strategy

**DOMAIN OWNER**
- Domain Strategy
- Process Interchange
- Process Maturity Lvls
- Appoint Process to Directorate

**PRINCIPAL DIRECTORS**
- Appoint Process Owners
- Set Goals for Process Owners
- Hold Process Owners Accountable (PAS)

**PROCESS OWNERS**
- Process Design, Performance, Maturity & Integration

**PROCESS MANAGERS**
- Day-to-day Process Activities
- Procedure management & Development

**ITSMO**
- DISA Enterprise Service Management Framework (DESMF)
- Domain Specialist Consulting
- Lean Six Sigma
- Joint Process Task Force

**Inspector General**
Audit and Compliance ISO 20000

**ITSM Council**
Advisory Council
AO Facilitation Body
ITSM process review and red-lining
Constituted of the 19 directorates
ITSMO chaired
DESMF Highlights

• Mapped DoD 5000 series Acquisition Regulations to ITIL
• ISO 20000 checklist integrated with Regulatory requirements and ITIL
• CMMI for Software Development on the roadmap for integration in Service Design
• CMMI for Services being integrated into the ITIL/DESMF model
• LSS and CSI integration
• COBIT and ITIL integration for governance
• Full alignment with eTOM, The GiG Convergence Master Plan and GIG 2.0
• Alignment of SOX/FMR regulatory requirements
• Integration of Resiliency Framework on the roadmap
• Cyber integration on the DESMF roadmap for the classified companion document
• Split Asset and Configuration
• Integrated Customer Relationship Management (Service Relationship Management)
• Integration of Project through the use of Design Coordination and Transition, Planning and Support on the roadmap
• ISO 9001 Integration
How Will the be DESMF Managed?

- Open Source Document that is managed by the ITSMO
  - Cross sectional Open Source Feedback model that encourages maximum participation
  - Community of Practice support structure
  - [https://east.esps.disa.mil/DISA/COP/ITSMO/Pages/Home.aspx](https://east.esps.disa.mil/DISA/COP/ITSMO/Pages/Home.aspx)
  - CC/S/A Process and Domain Owners provide general feedback on the framework requirements

- Refreshed Annually to incorporate industry best practice developments
- ESM Consortium stood up to aid in development and to provide overarching governance;
  - Meets Bi-annually
  - Next Consortium is June 5-7, 2012 at Fort Meade, DISA HQ
  - Terms and Definitions Sub-committee established with OSD AT&L, OSD CIO, US Army, USAF, DISA and Joint Staff
  - Additional committees being formed.
    - Service Operations Sub committee
    - Service Transition Subcommittee
    - Service Design Subcommittee
    - Service Strategy Subcommittee
    - Service CSI Subcommittee
    - Acquisitions Subcommittee
    - Charter Subcommittee
  - Consortium Planning subcommittee already active (OSD-CIO, DISA)

- Refresh Cycle;
  - July – November
    - Comment Period and Suggestion Submissions
    - Sub-committee reviews and adopted recommendations
  - November Sub-Committee Out Reporting Consortium Vote
  - December – April Open Source development of submissions being adopted
  - April-May Virtual Coordination with full consortium
  - June Consortium Vote and new DESMF version released
How Do I get Involved?

• Bi-weekly ITSMC
  • Occurs every other Wed. (3/21)

• Community of Practice Page
  To be created. Please visit our Community of Practices page
  https://east.esps.disa.mil/DISA/COP/ITSMO/Pages/Home.aspx

• Bi-Annual Consortium
  • Summer 2012 Consortium June 5-7 at DISA HQ
    Ft. Meade MD
QUESTIONS