How good is your IT?

IT QUALITY INDEX Framework - overview

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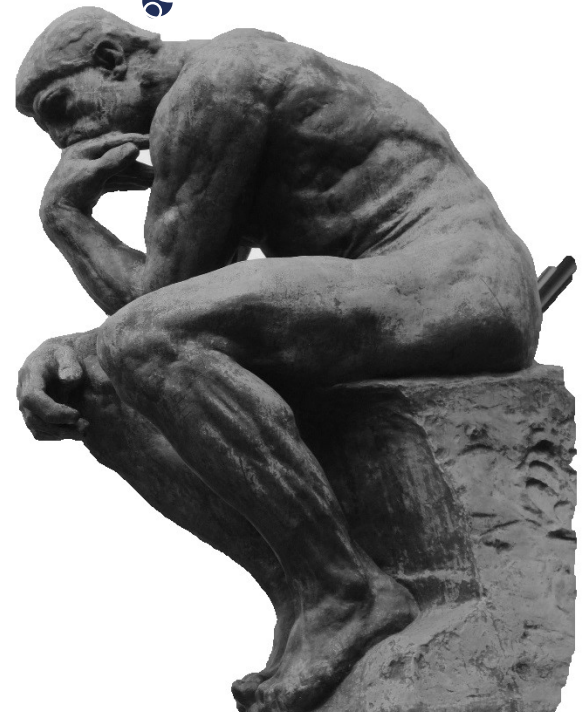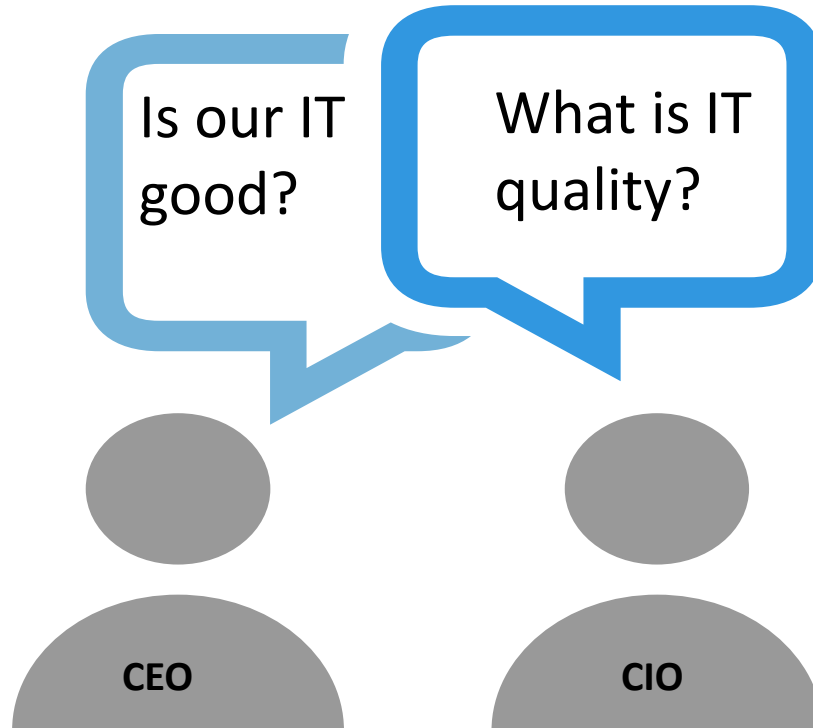
How do we answer difficult questions?

FAST THINKING

Latest available information

Substitution by another information

Emotionally driven

Easy - effortless

SLOW THINKING

Analytical
Structured – process is followed
Difficult

THE NEW YORK TIMES BESTSELLER

THINKING,

FAST AND SLOW

DANIEL

KAHNEMAN

WINNER OF THE NOBEL PRIZE IN ECONOMICS

"[A] masterpiece . . . This is one of the greatest and most engaging collections of insights into the human mind I have read." —WILLIAM EASTERLY, Financial Times

When CXO thinks about IT quality ….

Unless we provide analytical answer, she is using fast thinking constructed by emotions and last available information.

Outage, security issue, budget exceeded, slow, problem….

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What do managers manage?

Managers manage if there is…

…anything to manage

figures, trends, gaps, benchmarks, audit findings, reports

Typical set of metrics for strategic IT planning (and management)

- IT OPEX, IT CAPEX
- FTEs

Can we then manage quality?

- Is there any strategic level measure related to IT quality?

- Do we (IT industry) offer any good method for measuring overall IT quality?

- Can we answer if IT is good?

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Traditional approaches

- "We measure **process maturity levels**"
  - Usually driven by COBIT®, CMMI®, ITIL®, TIPA® for ITIL®, ISO 20000, 15504

- What if ITIL and process management principles are not formalized or used?

- Is process what matters most?

- Who measure and how ?
  - experienced IT professional or auditor
  - following question list with Yes/No ?

Self-asses

Management responsibility	4.1	YES	NO	IN PROG.	N/A	Reference
Are the following understood by the service provider's personnel:						
1. service management policy?		☐	☐	☐	☐	
2. service management objectives?		☐	☐	☐	☐	
3. service requirements?		☐	☐	☐	☐	
Do top management continue to communicate the importance of fulfilling:						
1. service requirements?		☐	☐	☐	☐	
2. statutory requirements?		☐	☐	☐	☐	
3. regulatory requirements?		☐	☐	☐	☐	
4. contractual obligations?		☐	☐	☐	☐	
Are the following understood by the service provider's personnel:	ADV					
1. service management objectives?		☐	☐	☐	☐	
2. service requirements?		☐	☐	☐	☐	
3. statutory requirements?		☐	☐	☐	☐	

Process maturity assessment is not the answer

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So what is quality then …

- High CSAT score?

- All SLAs are green?
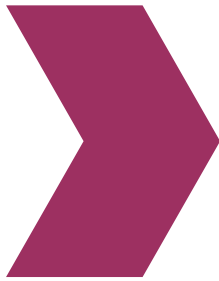
Is it the full picture of IT?

What about

- Skilled IT employees

- Innovations

- Communication skills

- Chaotic, messy environment in IT

- Invisible IT – not communicating what they do …

What's a true picture?

Fundamental question

"What is QUALITY?"

What is Quality?

ISO/IEC 9001 definition:
"Degree to which a set of inherent characteristics **fulfils requirements**".
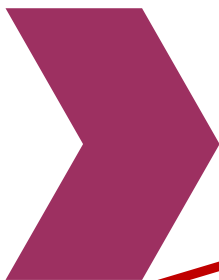
The Oxford dictionary:
"The standard of something as measured **against other things** of a similar kind; the **degree of excellence** of something."

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We have to see IT with different logic

IT is a complex system,
not the sum of services or processes, a holistic approach required.

The solution is a method for

IT quality measurement of a complex system

ISO/IEC 9001 definition:
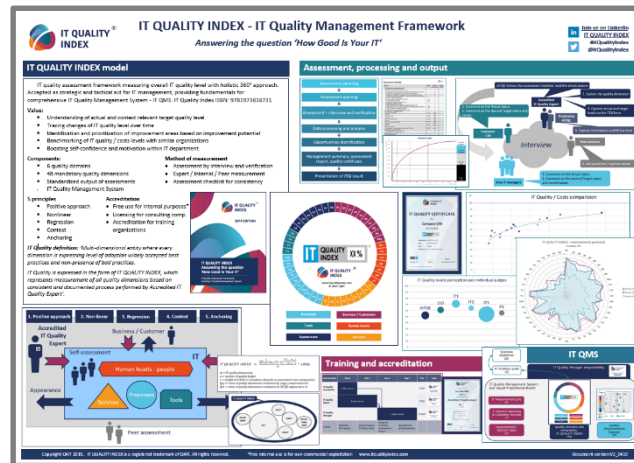"Degree to which a set of inherent characteristics **fulfils requirements**".

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Solution

The Oxford dictionary:

"The standard of something as measured **against other things** of a similar kind; the **degree of excellence** of something."

Inspiration for designing comprehensive IT quality management method – documented in BoK.
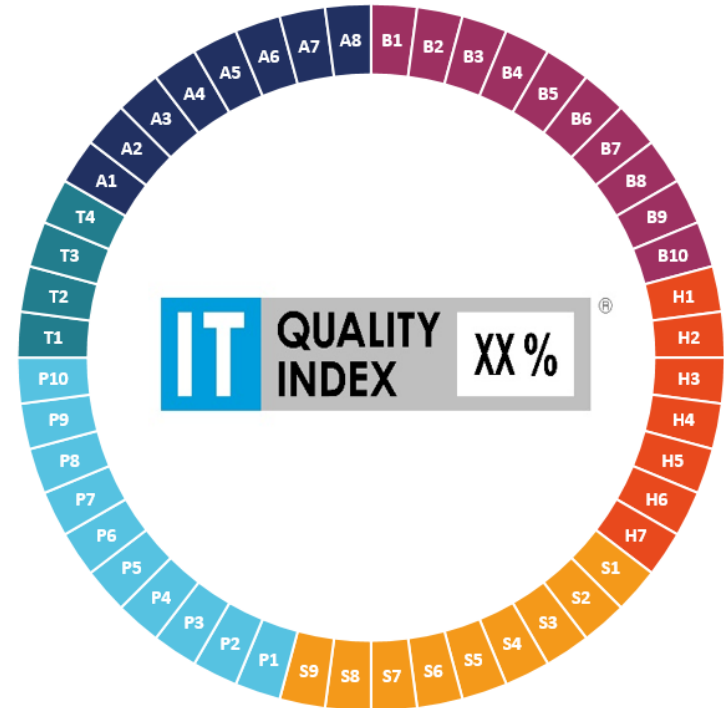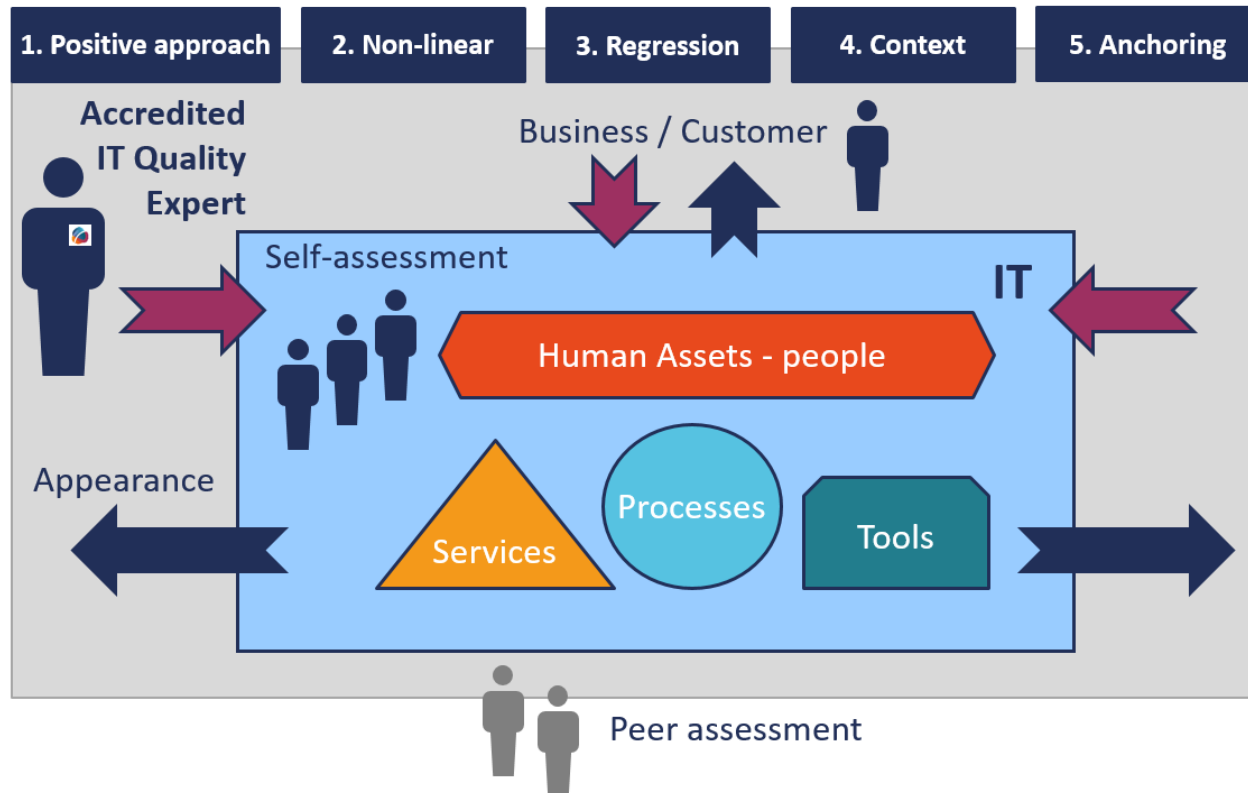
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Quality domains and dimensions

6 quality domains
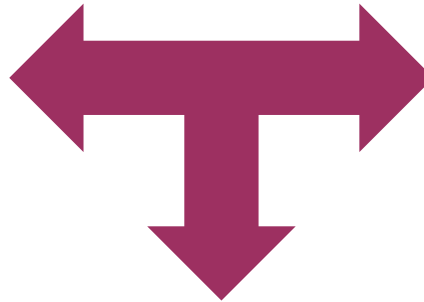
48 defined and documented quality dimensions

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5 principles × 6 domains

How to measure?

Assessment planning

Assessment opening

Assessment – interview and verification

Data processing and analysis

Opportunities identification

Management summary, assessment report, quality certificate

Presentation of ITQI result
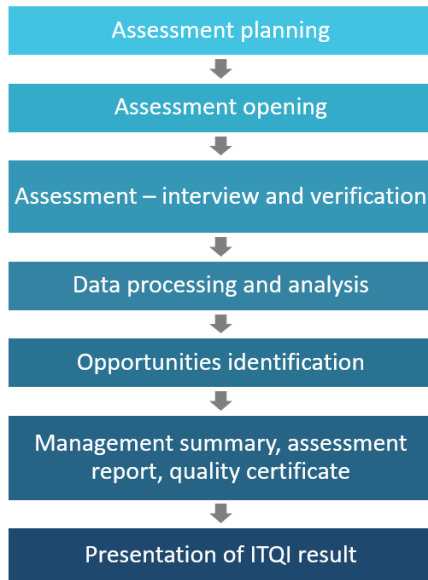
Assessment checklist

☑	Task	Slide #	Minutes recommended	Minutes reality
1.	**Introduction and assessment training**			
	Welcome, introduction of everyone in room		2	
	Explain goal of the assessment session – identified opportunities for improvement		2	
	Expectations – clarify expectations of everyone in room / discussion		5	
	Introduction of company IT – presentation of CIO, type of business, business priorities, key facts and figures (FTE, PCs, servers, topology, offices, reporting lines)		15	
	Explain IT Quality Index motivation	7	2	
	Explain IT Quality Index architecture / solution	17	3	
	Briefly explain ITQI principles	24-29	4	
	Distribute and Explain Assessment form – A3	33	2	
	Explain Non-disclosure principle			
	Explain Quality Levels – very important / spend enough time on it	35	5	
	Explain how the assessment will be organized / who is doing what / when / how	37-38	2	
	Explain via positive / via negative approach	39	2	
	Ask everyone to avoid irony/sarcasm/mentoring /	43	2	
2.	**Assessment of all quality domains**			
	Business / Customers	46-55	30-80	
	Break		10	
	Humans assets	56-62	20-45	
	Break		10	
	Services provided by IT	63-71	30-80	
	Break		10	
	Processes supporting services	72-82	40-80	
	Break		10	
	Tools	83-87	20-40	
	Break / optional			
	Appearance – including physical observance of IT premises	88-96	30-80	
4.	**Closing the assessment session**			
	Collect assessment form from everyone		5	
	Check signature on NDA part form		2	
5.	**Planning next steps**			
	Inform everyone about next steps – processing steps, developing final report		2	
	Schedule presentation meeting / agree on date – should be within next 2 weeks		2	
	Thank everyone			

Remarks:

$$IT\ QUALITY\ INDEX = \frac{\sum_{x=1}^{m}\left[z*Q_{x1}+(1-z)*\frac{\sum_{y=2}^{n}Q_{xy}}{n-1}\right]}{m} * 100\%$$

m = IT quality dimensions
n = number of quality judges
z = weight of AITQE in evaluation, depends on assessment team composition
Qxy = value of quality dimension x evaluated by judge y expressed in %
Qx1 = value of quality dimension x evaluated by AITQE expressed in %

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IT Assessment

Accredited IT Quality Expert

CIO

mandatory

mandatory

Shadowing AITQE

Line IT managers

optional, highly recommended

highly recommended

Peer assessor

optional

optional

CFO / CEO

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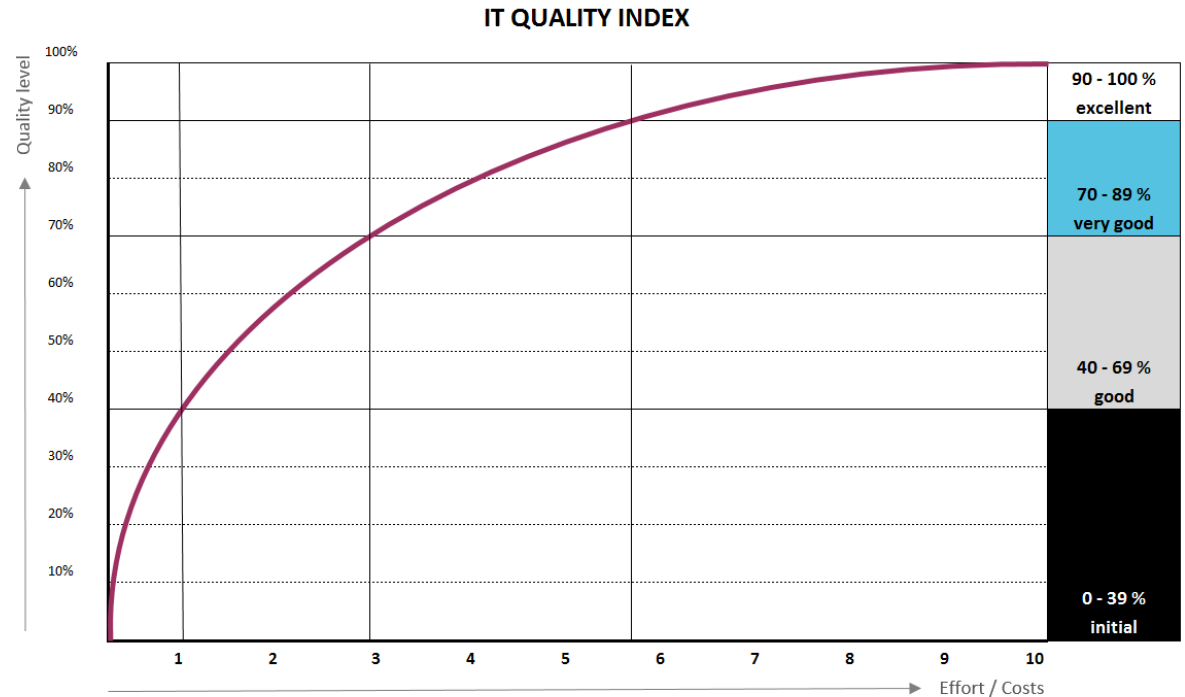www.itqualityindex.com
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„The good is mostly
in the absence of bad"
- Ennius

Measure via positive (presence) and via negative (absence)
- Positive quality attributes for every dimension
- Negative attributes - "there is no ….

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Non-linearity

Percentage scale

Non-linear

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Quality level		
90 - 100 % excellent		
70 - 89 % very good		
40 - 69 % good		
0 - 39 % initial		

Effort / Costs

Every quality dimension is measured in scale 0-100%

Who can measure IT quality

Expert who is meeting quality criteria

Accredited IT Quality Expert – AITQ
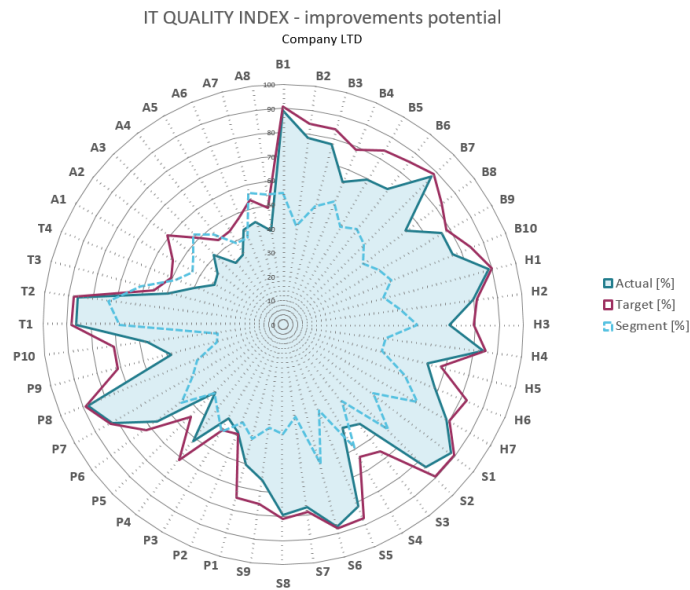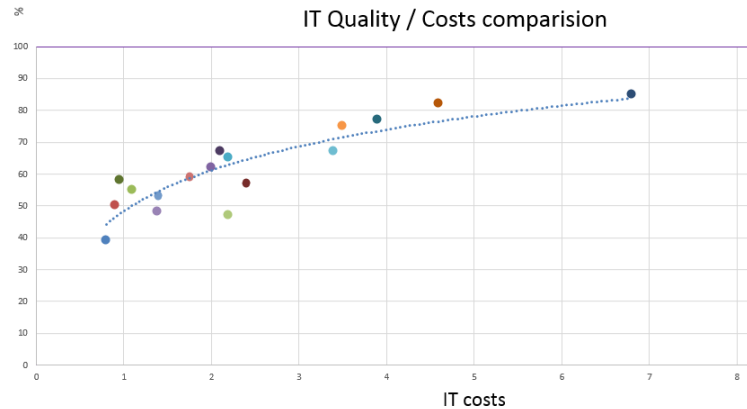
Accredited IT Quality Partner

Internal self-assessment is possible too.

Outputs – described in BoK

Conclusion

IT Quality is defined:

Multi-dimensional entity where every dimension is expressing level of adoption widely accepted best practices and non presence of bad practices.

The Framework is available

IT QUALITY INDEX as a measurement of all quality dimensions based on consistent and documented method performed by skilled IT Quality Expert.
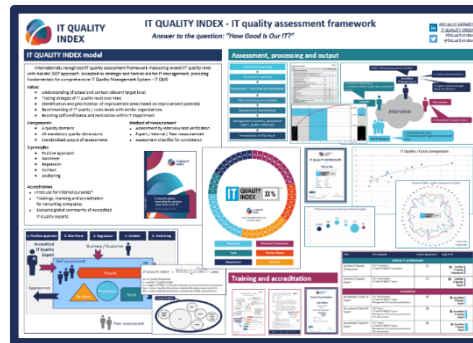
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What it means

- Free ITQI poster/overview available – www.itQualityIndex.com

- You can buy IT Quality Index 2019 Edition – paper/eBook - ISBN 9781973818731 / Amazon

- Take ITQI trainings including certifications

- Request ITQI measurement

- Design your IT QMS compliant with COBIT 2019 APO11 Managed Quality, SFIA QUMG

- If you are consultant or trainer, you can extend your portfolio

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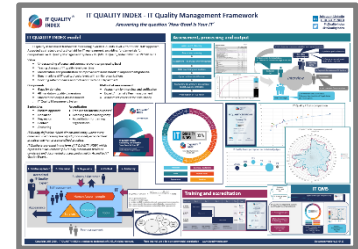
What is in it for me

CIO	Executives	Consultants/Trainers
• Beside of costs/FTE proper attention can be now focused on overall IT quality, thus improving communication and understanding with business.	• Objective, repeatable method of assessment and benchmarking is possible allowing better IT and business alignment.	• Opportunity to expand portfolio of services: measurement of IT Quality based on IT QUALITY INDEX framework • Deliver ITQI courses • IT QMS

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Certifications

Course name	Day 1	Day 2	Day 3	Day 4	Title	Logo
IT Quality Foundation	1 day course				CITQP	
IT Quality Expert	2 day course				CITQE	
IT Quality Manager			2 day course		CITQM	
Certification in IT Quality	4 day course				CITQ	
Theme:	Definition of IT quality	How to measure IT Quality Index	Design of IT Quality Management System	Management of improvements		

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Thank you

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