



Computing Sector

## Project Charter

# ISO 20k Certification Project

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Version 1.1

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PREPARED BY:

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CONCURRENCES:

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Name

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Project Sponsor

Executive Director

## Charter Revision Log

Revision	Description	Effective Date
V1.0	After several requests for internal comment periods, declaring v1.0 – RDK	7/24/2012
V1.1	<ul style="list-style-type: none"><li data-bbox="407 443 1218 583">• Section 7: Adjust/correct statements about the “90-day Certification Period” based on clarifications from the auditor in the Preliminary Assessment. This period was conditional and not required of Fermilab, which could be made certain by the Preliminary Assessment.</li><li data-bbox="407 590 1218 659">• Section 2: Changes to already listed service names to align with current set of names.</li></ul>	9/25/2012

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## 1. Project Purpose/Background

The purpose of this project is to achieve ISO 20000 certification with a set of IT services of the Core Computing Division by March 1, 2013.

A previous attempt to work towards certification was deferred as tool issues became an impediment to progress in Service Management which threatened service delivery in general and complicated preparations for certification. With the adoption of Service Now as the tool for Service Management, and the effort level needed to sustain basic service delivery reduced, this project has been reconstituted.

## 2. Project Scope

The scope of the project includes all the process areas used by the Fermilab Computing Sector's IT Service Management System, process areas that are in defined in ITIL v2 and/or v3. These include:

- Service Level Management: includes Service Reporting
- Continual Service Improvement
- Availability Management
- IT Service Continuity Management
- Capacity Management
- Financial Management for IT Services
- Supplier Management
- Information Security
- Incident Management
- Problem Management
- Asset Management
- Configuration Management
- Change Management
- Release Management
- Business Relationship Management

The scope of the project includes services in the Core Computing Division deemed more critical and/or foundational in nature and are widely used by the Fermilab community. This set is not strictly prescribed. The services that are in the certification are (September 2012 definition):

- Authentication
- Backup and Restore Service
- Central Web Hosting
- Database Hosting
- **Datacenter Services**
- Desktop Services
- **FermiMail – Email & Messaging**
- Foundation SLA – treated with the actual services for the sake of project organization
- IT Server Hosting
- Network Services
- **Networked Storage**
- Service Desk
- Video Conferencing
- Virtual Server Hosting

Also, a Facilities underpinning contract will be developed. The remaining scope is defined by whatever is specifically required for ISO20k Certification. All other items are out-of-scope. The project may take on a limited number of otherwise out-of-scope tasks, with the approval of the project sponsor and concurrence of the project manager as with any other project scope change, to advance the goals of service management program provided there is sufficient benefit to justify the added risk to the primary goal of the project, attaining ISO20k Certification by March 1, 2013.

### 3. Project Objectives

- Complete the design of a set of (in-scope) services according to ITIL v2/v3 guidance. Insure that these services are operating via Fermilab ITSM processes.
- Review and adjust the Fermilab ITSM process areas documentation and practice to be consistent and also to meet the requirements for ISO20k Certification.
- Obtain Fermilab sign-off on an MOU covering the set of services in-scope for certification.
- Engage external consultants to assess our readiness for certification and advise us on how to best improve in areas not yet meeting the standards for certification. This may involve 1 or 2 engagements depending on our state of readiness.
- Engage an external auditor to evaluate the Fermilab ITSM System for ISO20k Certification.

### 4. Project Deliverables

- ISO20k Certification
- An MOU for certifying services to Fermilab, signed off by Fermilab management
- Whatever secondary deliverables are required to attain ISO20k Certification
  - For ITSM process areas, secondary deliverables include:
    - Policy, Process, and Procedures documentation
  - For in-scope services, secondary deliverables include:
    - Service Level Agreements
    - Service Offerings definition, including tool integration of Service Offerings
    - Availability Plans
    - Continuity Plans
    - Capacity Plans
    - Financial Plans – this is the Tactical Plan which covers a service
    - Service Reports

### 5. Project Customers

- Fermilab CIO
- Fermilab Core Computing Division Head

### 6. Project Stakeholders

- Fermilab COO
- Fermilab CIO
- Fermilab IT Service Users
- In-Scope Service Owners
- ITSM Process Owners
- Computing Sector – impact on business processes to achieve ISO20k certification
- Fermilab Service Users – positive and negative (opportunity cost) impact

## 7. Project Time Frame

The goal for this project is to achieve ISO 20k certification by March 1, 2013. This is supported by a moderately resource-loaded project schedule, that includes realistic milestones for contractor evaluations along the way to certification. This certification deadline is NOT intended to be flexible.

The original project time frame this project was to achieve certification by the end of 2012 (originally interpreted as fiscal 2012, then as calendar 2012). This time frame, however, proved to be infeasible. The original project schedule was not resource loaded and overlooked a *potential (see next paragraph)* 90 calendar day certification period. This led to a net underestimate of the project duration by 2 months. The project leadership changed in March – April 2012, as did several key process and service owners, due to staff departures and re-organization, which delayed the project. Most SLA/OLAs expired during the project leadership transition, requiring significantly more effort and coordination than was originally estimated.

The contracted auditor determined in the Preliminary Assessment (September 11-13, 2012) that the potential 90 calendar day certification period would not be required of Fermilab because all processes and functions necessary for certification were demonstrated to be fully operational. As such, the timeline for this project has been re-adjusted to achieve certification by the end of calendar year 2012.

## 8. Project Budget

- M&S: For consulting services, audit services, certification fees
  - FY12 BLI #32087 GOVERNANCE-OVERST-OP 50.02.33.01 \$ 4,800.00
  - FY12 BLI #32318 ITIL-MGMT-SUPP-OP 50.03.12.01 \$25,000.00
- SWF: For leadership only. Remaining effort is considered part of regular duties.
  - 50% of Project Manager. Roughly 0.40 FTE-year taking 90d lull into account.
  - 30% of Service Manager. Roughly 0.25 FTE-year taking 90d lull into account.
  - 30% of Service Level Manager Roughly 0.25 FTE-year taking 90d lull into account.
  - Limited access to outgoing service/project manager, now an external consultant.
  - Kronos Code: ///CD-5875-SERVICE MANAGEM-ISO 20K Complian-----///
  - Service owners and process owners are to consider their project effort as a normal part of their roles as service owners or process owners. They do not report effort to this code.

## 9. Flexibility Matrix

	<i>Most Critical (Inflexible)</i>	<i>Moderately Critical (Adaptable / Negotiable)</i>	<i>Least Critical (Accepting / Will Concede)</i>
<b>SCOPE</b>		For the processes included	For the services included
<b>SCHEDULE</b>	YES		
<b>RESOURCES</b>		For the services included	For the processes included

## 10. Project Organization

### 10.1. Project Team

This project differs from service-specific projects in that it is treating the entire ITSM Service Management System and a large set of services. As such the

- Executive Director: Vicky White, CIO
- Project Sponsor: Mark Kaletka, deputy head of CCD
- Project Manager: Rob Kennedy
- Technical Leads: Jack Schmidt and Tammy Whited

The Project Leadership Team consists of: Project Sponsor, Project Manager, Technical Leads, and the Process Owners most impacted by certification work.

- Process Owners on Project Leadership Team: Rick Snider, Ray Pasetes, Valena Sibley
- Project Team: ITSM Process Owners and In-Scope Service Owners

Project Oversight role is performed by the Project Sponsor who participates in the weekly Project Leadership Team meetings. Weekly written and verbal reports are made to the Project Sponsor and Executive Director via weekly Project Status Report meetings.

Roles not used in this project: Steering Committee, MAT.

### 10.2. Responsibilities

The Project Sponsor is responsible for obtaining organizational support and commitment of resources to the project; setting scope and providing guidance to the Project Manager and Technical Lead; and addressing obstacles, issues and concerns.

The Project Manager is responsible for achieving the project objectives. This includes preparing and maintaining project documents, coordinating project work activities, and monitoring and reporting on progress against plans. This also includes:

- Developing the project management plan and all related component plans;
- Keeping the project on track in terms of schedule and budget;
- Identifying, monitoring, and responding to risk; and
- Providing accurate and timely reporting of project metrics.

The Technical Lead is responsible for directing the technical work necessary to design, develop, implement, test, and deliver a product, system or service that achieves the project's goals.

Project team members are responsible for:

- Reviewing and understanding the tasks assigned to them
- Meeting the due dates of tasks as assigned
- Communicating the status of assigned items
- Communicating any issues that have a potential to impact progress

## 11. Project Reports

The Project Manager will report status to the Project Sponsor(s) via weekly written status reports. Status meetings will be arranged on an as-needed basis.

The Project Team will meet on a weekly basis to discuss project status, review progress against milestones and deliverables, and discuss risks, issues and concerns.

- Process Owners in the project – communication via the Service Management Weekly Overview meeting, which meets bi-weekly at this time (July 2012).
- Service Owners in the project – communication via direct email, ad hoc meetings, and workshops.