



## **Tivoli Security Products**

# **Identity Management Consulting Services**

## **A Description of “The SPS Way”**

### **Value Statement**

SPS prides itself in helping customers achieve identity management business objectives on time and under budget. We do not question the limitation of your budget or the aggressiveness of your schedule. By taking the ownership of your identity management priorities, we identify specific tasks that need to be accomplished to meet your business requirements. Then using a team approach we deploy best of class expertise from SPS and your team to complete the tasks faster, better and cheaper than our competitors. Using a combination of on-site and remote implementation we improve the efficiency of delivery and reduce cost. Our innovative knowledge capture using Camtasia (an audio/video capture tool) ensures your team will always have access to what we did and how we did it. By publishing all deliverables on our project portal, we make sure that all intellectual capital is permanently preserved for your team and our team to refer back to at any future date. We guarantee the quality and velocity of our deliverables. If you are not satisfied with our performance, our value based invoicing gives you the prerogative of withholding payment.

### **Executive Summary**

As an IT Manager you face many challenges with today’s increasing demands to provide high quality services to your end-customers, and to do so at lower cost. When you have the requirement to roll out a new project you need to see the overall big picture of what it will take to make that project successful, how long will it take and what will it cost. The SPS approach gives you the opportunity to work side by side with our consultants in order to accomplish the tasks we have defined in relation to your business objectives. As this plan is fulfilled jointly, as a team approach, your company decides how long and how much to invest for these services.

The end result is a single comprehensive project plan to put in place a total solution to a business need, and how to support that solution for the long term. Your staff’s contribution to designing that plan is to provide input on budgets, timeframes, interim objectives, overall objectives and how they want to divide the work between themselves and the SPS team. SPS’s contribution to the plan is to provide a detailed roadmap and checklist of individual steps to be accomplished to reach the end goal in the most expeditious and efficient manner. That roadmap and checklist come from SPS’s years of experience working with other clients on similar projects in the Identity Management space. Having people who know the software tools is of course important, but knowing how to match those tools to your business needs, how to fit them into your real world, day-to-day operational environment and how to help you avoid the false starts, long learning curve and rework and delays you could face without our expert guidance, is critical.

**A more detailed explanation of “The SPS Way” follows.**

## The SPS Way of doing an Identity Management Project

We of course begin by having a requirements discussion in order to understand the end business objective you are trying to achieve. We collect parameters such as

- What are the overall business goals to be reached?
- Why is this important to the business and what improvements will be achieved or problems eliminated when this project is successful?
- Has a timeframe been established to reach this goal, and if so, what is it?
- Where are you today – what is the current Identity Management environment at your company? What history do you have with Identity Management? Have any solutions been deployed in the past? How successful were they? Are they in place and in use today?
- What applications do you currently run to support the business? Will all the applications be supported by the Identity Management solution you propose to put in place now? If not all, which ones?
- Describe your overall IT staff. Describe your staff focused on security. What staff resources are available to work on this project? What percentage of their time is available for this project?
- Describe your current IT infrastructure and environment supporting these applications. Supply an architecture diagram.
- What new Identity Management software have you purchased or plan to purchase to support this current project?
- Where do you feel you need help in deploying this solution?

After the requirements discussion, SPS will propose a Solution Architecture and an implementation approach to meet your requirements. The following section provides a checklist and elaborates on our methodology.

### Checklist

Shown is a typical checklist for an IBM Tivoli Identity Manager project. The number of team members of both SPS and the client has been reduced to two each only to fit the space available in this document. A real project could consist of the following SPS team members: Project Manager, Project Architect, Senior Consultant, Consultant, and Associate Consultant. We also have Subject Matter Experts (SME) available if there is a need to consult one. This may seem like a lot of people, especially for a small project. However, as will be explained below, these people will only be deployed, and therefore billable, for a discrete number of hours over an extended period of time as called for by the project plan. They will not typically be deployed fulltime. [Fulltime deployment of a consultant is called “staff augmentation.” SPS can provide this type of service when and if desired, but it is not the service described herein.] The number of Client Team Members is your choice and depends on the work to be done, what portion you choose to do yourself and the time frame needed to complete the work.

**The example TIM Checklist starts on the next page.**

**SAMPLE TIVOLI IDENTITY MANAGEMENT PROJECT CHECKLIST**

Task	Date	SPS Team Member 1	SPS Team Member 2	Client Team Member 1	Client Team Member 2
<b>Customer Authorization to Proceed</b>					
Setup Project Portal					
Appoint Project Manager					
Appoint Project Architect					
<b>Analyze and verify project goals</b>					
Review SOW, schedule, proposal and contracts					
Assess project risks					
Identify constraints and extraordinary obstacles					
Identify requisite nonhuman resources					
Review scope with the project manager					
Identify the success criteria					
Project high-level scope set					
<b>Assemble core project team</b>					
Identify needed skills					
Identify needed skills from customer					
Analyze staff availability					
Nominate prospective members					
Review team's availability					
Team members accept assignment					
<b>Establish project goals</b>					
Review project goals and plans with team members					
Develop project plan with resources identified					
Design test strategy					
<b>Kick-off Meeting with Customer and SPS Team</b>					
- Intro to PM					
- Project plan review and approval					
- Team introductions					
- Present Discovery questionnaire and walk-thru					
<b>Training</b>					
Overview for IT					
System Admin Training					
Developer Training					
Operator Training					
<b>Requirements Analysis and Discovery</b>					
<b>Conduct meetings with stakeholders</b>					
- key business drivers for project					
- understand success metrics from customer perspective					
<b>Existing infrastructure and practices</b>					

SPS IDENTITY MANAGEMENT CONSULTING SERVICES

Task	Date	SPS Team Member 1	SPS Team Member 2	Client Team Member 1	Client Team Member 2
- networks at customer and affiliate locations					
- existing architecture diagrams with network boundaries					
- security architecture in place - corporate security policy					
- understand customer org, departments and their interdependencies					
- current provisioning environment					
- current identity life cycle management process					
- business processes, workflow					
- Job roles and responsibilities					
- establish authoritative data sources for Customer user and non-Customer user data					
<b>Target Systems - existing policies and procedures</b>					
- security policy for each target system					
- password policy for each target system					
- access control policy for each system					
- account provisioning process					
- understand user registries for target systems (AD, AS400, GE PACS, McKesson, MISYS, Lawson)					
<b>Data Sources</b>					
- database schema for Oracle (Lawson HR) Customer users					
- database schema for non-Customer user DB					
<b>Desired Goals from ITIM</b>					
- identity policy					
- provisioning policy					
- service selection policy/entitlements					
- password policy					
- access control policy (ITIM and target systems)					
- customization requirements (ITIM)					
- reporting requirements					
- system availability requirements					
- replication requirements					
- backup and restore requirements (LDAP, DB, User Registries)					
- SSL/Secure Communications requirements					
- performance requirements					
- identify training requirements					
<b>ITIM Solution Design for Customer</b>					
<b>Establish Architecture for ITIM implementation</b>					
- establish LDAP schema (Tivoli Directory Server)					
- design Directory Information Tree (DIT)					
- design DB schema for historical information					
- define placement rules					

SPS IDENTITY MANAGEMENT CONSULTING SERVICES

Task	Date	SPS Team Member 1	SPS Team Member 2	Client Team Member 1	Client Team Member 2
- define data feeds (tables, fields and attributes) for DC and non DC users for ITIM					
- extend LDAP Classes to define Customer_Person, Non Customer Person, Organizations, Business Partners along with attributes					
- define Assembly Lines, Data Flows, Connectors, Configuration, Hooks, Event Listeners, error logging in ITDI					
- define event triggers, schedules for add/update/delete (user data)					
- define placement rules					
- define common password policies across target systems (AD, AS400, GE PACS, McKesson, MISYS, Lawson)					
- define access control policies for each target system					
- define identity policies					
- define provisioning policies					
- define service selection policies/entitlements					
- define workflow, approval process					
- define scripting requirements					
- define ITIM Access Control (ACIs, ITIM Groups etc.)					
- define custom forms for ITIM					
- define Notification, custom email, Post Office requirements					
- define ITIM reports and integration with third party reporting tools					
- identify adapters for target systems					
- define configuration for adapters for each target systems					
- define synchronization requirements					
- scheduling requirements					
<b>System Availability</b>					
- define availability requirements					
- define backup and restore procedures (LDAP, DB)					
<b>Hardware/Software</b>					
- network topology					
- hardware specs (development/test/production)					
- application distribution					
- clustering requirements					
<b>Test Plan</b>					
- define use cases					
- test cases for adapters					
- testing methodology					
- bug/fix/retest cycle					
<b>Architecture and Design Document (Customer Sign OFF)</b>					
<b>Deployment Document</b>					
<b>Test Plan ( Customer Sign OFF)</b>					

SPS IDENTITY MANAGEMENT CONSULTING SERVICES

Task	Date	SPS Team Member 1	SPS Team Member 2	Client Team Member 1	Client Team Member 2
<b>Implementation - Build Phase (Dev System)</b>					
Setup development environment					
Setup LDAP (TDS Schema)					
Setup DB schema and create tables					
Establish Classes					
Map attributes from Data Sources to LDAP					
Setup Organizations/Org Units/Domains/Business Partners					
Initial Data Load from data sources					
Implement Placement Rule and test					
Create ITIM Org Roles for provisioning and test provisioning					
Create ACIs, ITIM Groups and test					
Create Services and test for connectivity					
Create and test Identity Policy					
Create and test Password Policy					
Create and test Provisioning Policy and Entitlements					
Configure Adapters for target systems					
Setup, and test reconciliations					
Test adapters					
Create reports as defined in Functional Spec doc					
Unit and Integration Testing					
Move data to Test environment					
<b>QA &amp; Acceptance Testing</b>					
<b>Setup test environment</b>					
Install and Configure Test System					
Export data to test environment					
Setup database with test cases					
Establish and implement bug reporting/fix/test cycle					
Support acceptance test					
<b>Acceptance Testing Sign OFF (Customer)</b>					
<b>Knowledge Transfer, Training and Support</b>					
Training session for Customer Administrators					
Level 1 Help Desk Support for Customer administrators (Optional)					
<b>Production</b>					
Install and Configure Production System					
Support Customer to migrate system from QA to Production					
Post Production Support (optional)					

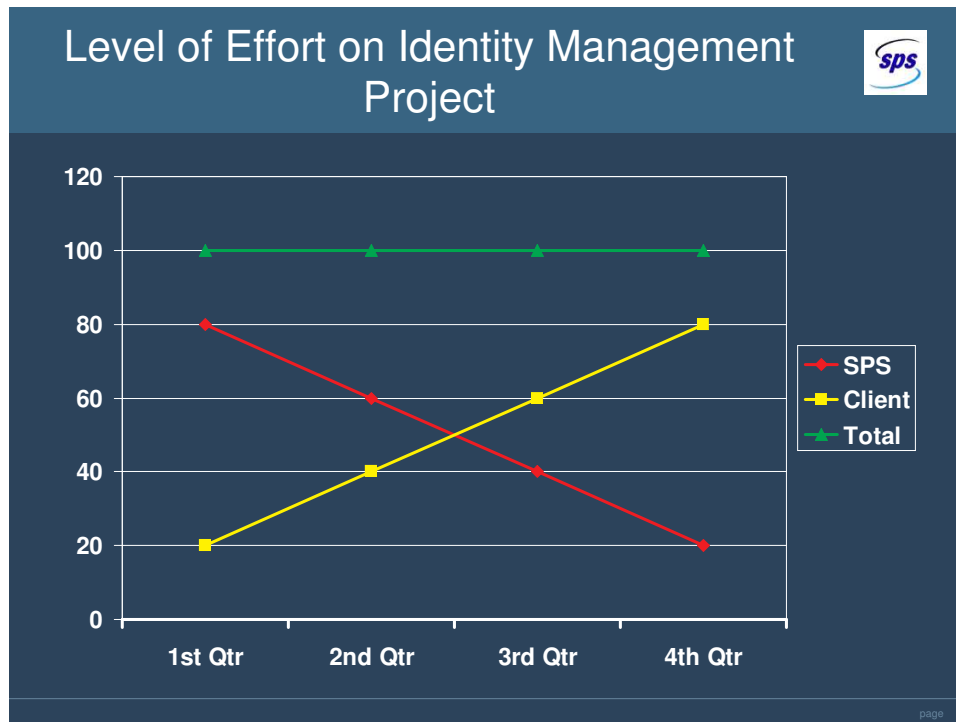
## SPS IDENTITY MANAGEMENT CONSULTING SERVICES

As stated above, a real SPS project team will consist of a Project Manager, a Project Architect, a Senior Consultant, one or more Consultants, and one or more Associate Consultants. However, the SPS key to efficiency and realistic affordable cost is to only use these project resources as much as is really needed, only when they are needed, and only where needed, as called for by the project plan which is initially jointly developed at a high level with your staff, and then filled out in more detail, again jointly, at weekly status meetings.

- **Only as much as needed.** The number of hours in any given week, or on any given day is driven 100% by the work called for in the project plan. Thus if a certain task needs to be done on Tuesday, and that task takes only 3 hours, the person assigned to that task should only spend 3 hours doing it. This is true whether the task is assigned to an internal client team member, or to an SPS consultant team member. Therefore you do not face the situation of a consultant coming on-site for a day, and then trying to fill up that day with 8 hours of billable work. If only 3 hours of work are called for that day, we only use 3 hours and only bill for 3 hours.
- **Only when needed.** Additionally, SPS is set up to operate so that we only spend time on a project when it is needed. Thus, if tasks need to be accomplished on Tuesday, Thursday and Friday of a given week, the person assigned to those tasks will only be working on your project and only be billing for the number of actual hours required on Tuesday, Thursday and Friday of that week. This approach allows us to help your staff over a much longer calendar time. If you were faced with paying for forty hours of work, every week, week in and week out, you could not afford to keep us, or any consulting company, on the job for as long a period of time. With the SPS approach you may decide you need our help 3 days per week for six months, or one day per week for two years.
- **Only where needed.** Why pay for travel time if work can be done just as effectively remotely? Why pay to bring a consultant on-site for a day if the task can be done in half that time? SPS has a long history and has many tools at its disposal to very effectively operate at remote distances. For example, we can operate in what is called a Virtual Room. Not only can tasks be performed remotely in the VR, if appropriate, your staff can also be in the VR to see, and learn from, what our consultant is doing. Not only that, but the entire session can be recorded, if desired, so others on your staff can view at a later time, or the original staff can go back and view for reference later on. The Virtual Room facility has proven so functional and valuable, it is now the method of choice of SPS consultants when working remotely, and it is the method SPS recommends for remote system access to replace VPN access, when needed.

In order for your staff to play a meaningful role in the project, SPS can provide the level of training needed, either on the Tivoli products themselves, or on how to use and deploy the products. This effort is built into and becomes a part of the overall project effort. Then after whatever upfront training is needed, SPS will work closely with your staff throughout the entire project to impart Knowledge Transfer as we carry out our assigned tasks. Knowledge Transfer, as opposed to formal classroom lecture training, is delivered through a “hands-on” show and tell approach whereby your staff is typically sitting beside our consultant, or observing in a Virtual Room (so figuratively sitting beside our consultant) and watching what we do. Often this approach is carried to the next level where, for repetitive tasks, our consultant might do the task the first two times, assign the next two times to one of your staff members, but stay close by to observe and coach, and then allow the additional repetitions of that same task to be done by the client staff member on their own, with our consultant nearby or available for questions and help if needed.

Regardless of the amount of total SPS time decided on or how that time is used and deployed, the overall objective is the same – to reduce your dependency on us and to empower your staff to deploy, operate and maintain the solution for the long run. Graphically, this would look like the picture for a sample one year Identity Management effort shown on the next page:



## Pricing

The typical pricing of a consulting project would consist of a number of hours multiplied by an hourly rate to produce a total cost. Identity Management projects are not short term, they involve an on-going, long term process of implementation, fine tuning, testing, using in the business and then more of the same. We have seen and worked on different Identity Management projects that quite literally have ranged from three months to three years. That being the case, how would it be possible to provide one meaningful number that could realistically be applied over that extended time period?

The SPS approach allows you to participate in the proposal and pricing process and therefore impact your own pricing. By defining how much help you want from SPS and over what time period, you can help set the price. Or conversely, if you want to first establish a budget, we will realistically tell you what level of help we can provide. We have provided meaningful assistance to several clients for less than \$10,000. And of course, we have worked on Identity Management projects where the SPS portion came to several hundred thousand dollars. The decision of how much Identity Management help you need and how much you can afford to spend is up to you. Ask your SPS Account Manager to work with you to plan out your project in phases using the SPS Excel Pricing Tool to create a realistic budget that fits your specific goals, constraints and schedules.