



FAST Software Lifecycle Management Programme (FSLMP) Overview

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Introduction

The FAST Software Lifecycle Management Programme (FSLMP) is a structured programme covering the requirements of effective software lifecycle management, which is the core element of Software Asset Management (SAM) best practice, resulting in:

- Understanding cost of ownership
- Return on Investment
- Asset optimisation

FSLMP is implemented in conjunction with the FAST Standard for Software Compliance (FSSC-1:2011) and is aligned to other industry standards and frameworks including ISO-19770, ISO-20000, ISO-27000 and ITIL v3.

This document is intended to give guidance and assist in communicating the requirements and objectives of the FSLMP to the Programme team and any other stakeholders.

The additional documentation, templates and support for FSLMP referred to in this document are available from the FAST website at www.fast-compliance.co.uk or from your Account Manager.

Overview

There are four distinct phases to the FSLMP.

Planning

The planning phase is primarily concerned with setting the correct environment for the FSLMP and involves assessing and managing risk, defining the ownership, the scope, the roles and responsibilities and the approval of the overall management objectives.

Implementation

The implementation phase is focused on implementing all the necessary processes required to ensure that the FSLMP best practices are implemented effectively and are able to be maintained.

The implementation phase includes:

- Allocating the roles and responsibilities of the team
- Skill reviews
- Accuracy of inventory and proof of entitlement
- Tools and technologies
- Critical Success Factors (CSFs)
- Key Performance Indicators (KPIs)

Maintenance

The maintenance phase primarily focuses around the reviews and audits required to ensure that the FSLMP is delivering the expected results and helps to determine the processes required for continuous improvement.

Optimisation

The optimisation phase continues with the improvement of processes to deliver better results and allows tangible benefits such as re-harvesting of licences, maintaining and optimising the licence compliance position and re-negotiating of contracts.

This is the part of the FSLMP where the operational and financial benefits of FSLMP best practices are realised.

Planning Phase

The Business Case

If corporate level acceptance has not been granted a business case may need to be written, presented and authorised.

The business case should include:

- A management summary and recommendations for the preferred solution
- Alignment to the business objectives, requirements and the expected benefits
- Alternatives (if we do nothing, or if we choose a different option)
- Business impacts of the alternatives
- Benefits, costs, risks
- Recommended implementation plan
- Success criteria and measurement
- Target dates to achieve benefits

The FSLMP Plan

The FSLMP Plan should be documented and be accepted/authorised by the corporate board or equivalent. It should include the entire scope and set out how to reach the objectives. It could be incorporated with the business case or be a separate document. The FSLMP plan will include much of the content covered in this document. (See FSLMP Business Plan Template for guidance.)

Establishing the Programme Manager

The FSLMP Programme Manager must be selected and will be responsible for:

- Proposing management objectives for FSLMP
- Overseeing the development of the FSLMP plan
- Obtaining resources for implementing the approved FSLMP plan
- Delivering results against the FSLMP plan
- Ensuring that local roles and responsibilities for management of software and related assets are documented and assigned to specified individuals
- Obtaining resources for implementing the FSLMP plan
- Delivering results against the FSLMP plan
- Adopting and implementing necessary policies, procedures and processes
- Maintaining accurate records of software and related assets
- Ensuring management and technical approvals are required for procurement, deployment and control of software assets
- Managing contracts, supplier relationships and internal customer relationships
- Identifying and implementing improvements



Management Objectives & Scope

The management objectives for FSLMP should be approved by the Corporate Board or equivalent and reviewed at least annually. (See FSLMP Management & Business Objectives Template for guidance.)

The scope of the FSLMP needs to be defined and documented and it should include:

- Organisation structure
- Legal entities or parts of legal entities
- Stakeholders
- Asset platforms
- Defined assets types

Risk Assessment

Assessment of risks and management specified mitigation approaches should be documented, approved by the Board or equivalent and updated annually. (See FSLMP Risk Register Template for guidance.)

These should include:

- Risk of regulatory non-compliance
- Risk of licensing non-compliance
- Risk of interruption of operations that may result from inadequate FSLMP
- Risk of excessive spending on licensing and other IT support
- Risk of centralised v non-centralised management approaches for software and related assets
- Risk associated with different countries of operation (if applicable)

In addition to the left, risks should also be identified by examining the following categories:

Technical

- Scope/requirements
- Tool sets/technology
- Complexity
- Performance and reliability
- Quality

External

- Contractors and suppliers

Organisational

- Dependencies
- Budget/funding
- Resources
- Priorities

Programme Management

- Planning
- Controls
- Communication

End User

- Commitment
- Skills
- Training

Implementation Phase

Implementing and creating awareness of the FSLMP plan and its objectives.

Awareness of the FSLMP and user's responsibilities should be created throughout the organisation using some of the following methods:

- FSLMP review board (made up of key team members from each area of the business)
- Introduce into new starter induction process
- Run regular awareness seminars
- Intranet/extranet bulletins
- Management briefings
- New policy training

When implementing the plan you should focus on the people, the processes and the technology. Combining these three elements will assist in a successful implementation and continued improvement.

Roles and Responsibilities

The FSLMP Programme Manager and Programme Team should identify, document and allocate roles and responsibilities including:

- Identifying skill sets and ensuring roles and responsibilities are clearly set out
- Preparation of critical success factors (CSFs) and key performance indicators (KPIs)
- Identifying training requirements
- Engaging with suppliers and customers who will influence the outcomes (relationship management)
- Assessing toolset requirements and current skill levels
- Creation of databases

Tools and Technologies

The FSLMP Programme Manager and team should

- Identify the requirements for tool sets to enable accuracy of data and to cover the scope of the FSLMP project

FSLMP recommends that organisations utilise tools that have hardware and software discovery along with software usage/metering, control and licence management.

Your FAST Account Manager can provide advice and guidance on available software and tools to meet the needs of your organisation.



Developing the Improvement Plan

This is essentially an extension to the FSLMP plan and should document the steps required to ensure continuous improvement.

This will include the development of policies, procedures and processes for the Software Lifecycle Management Programme and the centralisation of decisions around hardware and software management.

Policies, procedures, processes and reviews will need to be developed around the following SAM processes:

Overall Management Processes

- Risk management
- Competence awareness and training
- Performance metrics and continuous improvement

Core Processes

- Inventory
 - Software asset identification
 - Software asset inventory
- Operations management
 - Financial management
- Relationship management
 - Contract management
 - Supplier management
 - Internal relationship management
- Verification and compliance
 - Asset record verification
 - Licence compliance
 - Conformance verification

Primary Process Interfaces

- Lifecycle process
 - Software and hardware acquisition
 - Software delivery
 - Software deployment
 - Optimisation
 - Retirement

Maintenance Phase

Assessing the current status and applying the continuous improvement process.

In the maintenance phase, the following activities should happen:

- Roles and responsibilities for the FSLMP processes should be incorporated in to business-as-usual
- New starter induction procedures should include the new policies and processes
- There should be a process to maintain awareness of the FSLMP objectives throughout the organisation
- Document the regularity of all inventory, verification and compliance processes to ensure accuracy of data and continued licence compliance
- Conduct quarterly reviews to ensure accuracy of data and licence compliance
- Annual reviews of all policies and procedures
- Document actions to fix any anomalies found during verification processes and reviews
- Measuring the success of the FSLMP processes using KPIs and CSFs (See FSLMP Measuring Objectives Template for guidance)

Optimisation Phase

Ensuring that corrective actions are taken and measuring the improvements made through the implementation of the FSLMP processes.

The optimisation phases requires:

Annual review of

- Acquisition processes
- Delivery and deployment processes
- Change processes
- Retirement and disposal processes
- Relationship management processes
- Inventory verification processes
 - › Licence inventory
 - › Software Inventory

Measuring of

- The value of re-harvesting licences
- Reduction of authorised software deployed
- Accuracy of budgeted software spend against actual software spend
- Efficiency of producing compliance reports to satisfy vendor requirements

For more information, guidance and support on the FSLMP contact your Account Manager on **0844 815 5740**, via email customerservices@fast-compliance.co.uk or visit www.fast-compliance.co.uk





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