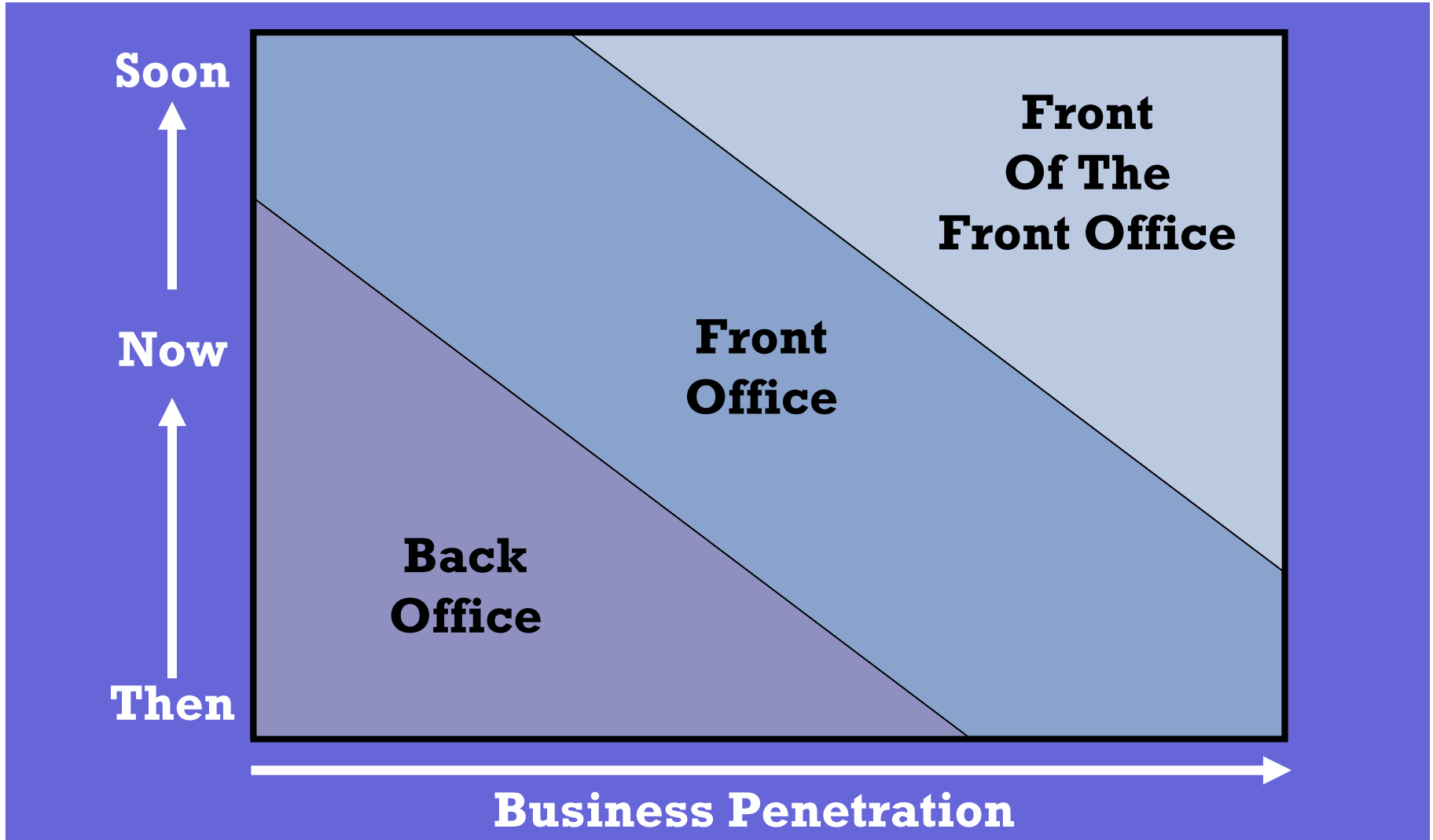


IT Service Management & ITIL

Malcolm Fry



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ITIL Timeline



1. Started in 1987 by British government
2. First books published in 1989 (Service Delivery and Support)
3. 30 more books over next 7 years
4. 1991 itSMF established in the UK
5. First certification exams in 1991 (ISEB) – Managers and Foundation
6. Foundation certificate exams added
7. Practitioner certification exams added
8. 1999 ITIL V2 first book published
9. 2000 BS 15000 first issued
10. 2002 BS 15000 re-issued (Parts 1 & 2)
11. 2003 itSMF launched the BS 15000 certification scheme
12. 2004 First organisations achieve BS 15000 certification
13. 2005 Successful first ballot on ISO 20000
14. 2005 ITIL V3 being scoped
15. 2006 First issue of ISO 20000
16. 2006 V3 due for release New Books are continually in progress
17. Authors are from the industry and work as teams



ITIL is a 'framework' to assist you in developing your own IT Service Management process-driven approach

The models provided in ITIL show the goals, general activities, inputs, and outputs of the various processes which can be tailored to your organization's needs

Guidance is provided on how to link existing processes and activities across your IT departments in a structured context

The key is to establish a common language

Use ITIL 'in whole', or 'in part' – It's up to you!

ITIL consists of seven core books

Best practices?



- **Best practices are not new – except for IT!**
- **Most business services adhere to a best practice**
- **There is no such thing as ‘the’ best practice**
- **ITIL is not a temporary fashion – ISO20000**
- **It’s not about tests and certification**
- **Short term costs will be balanced by long-term gains**
- **Other cultures have benefited from adopting ITIL**
- **It is easier to sell a best practice than an idea**
- **However greatest success comes from departments that pull together**

Service Management means.....



- **Going from a technology focus – to a customer service focus**
- **Managing service levels from the customer’s perspective instead of insular technology or infrastructure perspective**
- **Going beyond reactive break/fix – to proactive management of service requests and service support**
- **Actively managing infrastructure components (assets) and systematically managing changes (planned and un-planned)**
- **Remember ITIL concentrates on Continuous Improvement - Deming**

Organizational Roles



Operational (TCO)

Strategic

Tactical (ROI)

Each level has a different Driver - Change



Strategic

Tactical

Operational

Change Management

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • The speed to deliver business driven changes to meet the timescales set by the organization • The accuracy to implement changes that do not fail and therefore have minimum interruption to the organization • The flexibility to meet the need for frequent business oriented changes • The ability to work with the business community to provide a base for business changes • Ensure that assets remain compliant with IT governance regulations, e.g. Sarbanes-Oxley | <ul style="list-style-type: none"> • The ability to plan changes so that they can be implemented within requirements – increase ROI • Management of the resources required to perform changes – decrease TCO or increase ROI depending on type of change • Prepare the environment for changes - reduce ROI & reduce TCO • Ensure that peripheral activities are performed and managed - reduce ROI & reduce TCO • Safely introduce new technologies within IT governance requirements | <ul style="list-style-type: none"> • Control of the change life-cycle – decrease TCO • No new incidents as a result of changes – decrease TCO • Complete work instructions for changes – decrease TCO • Ensure that changes meet IT governance requirements |
|---|---|---|

Each level has a different Driver - Configuration



Strategic

Tactical

Operational

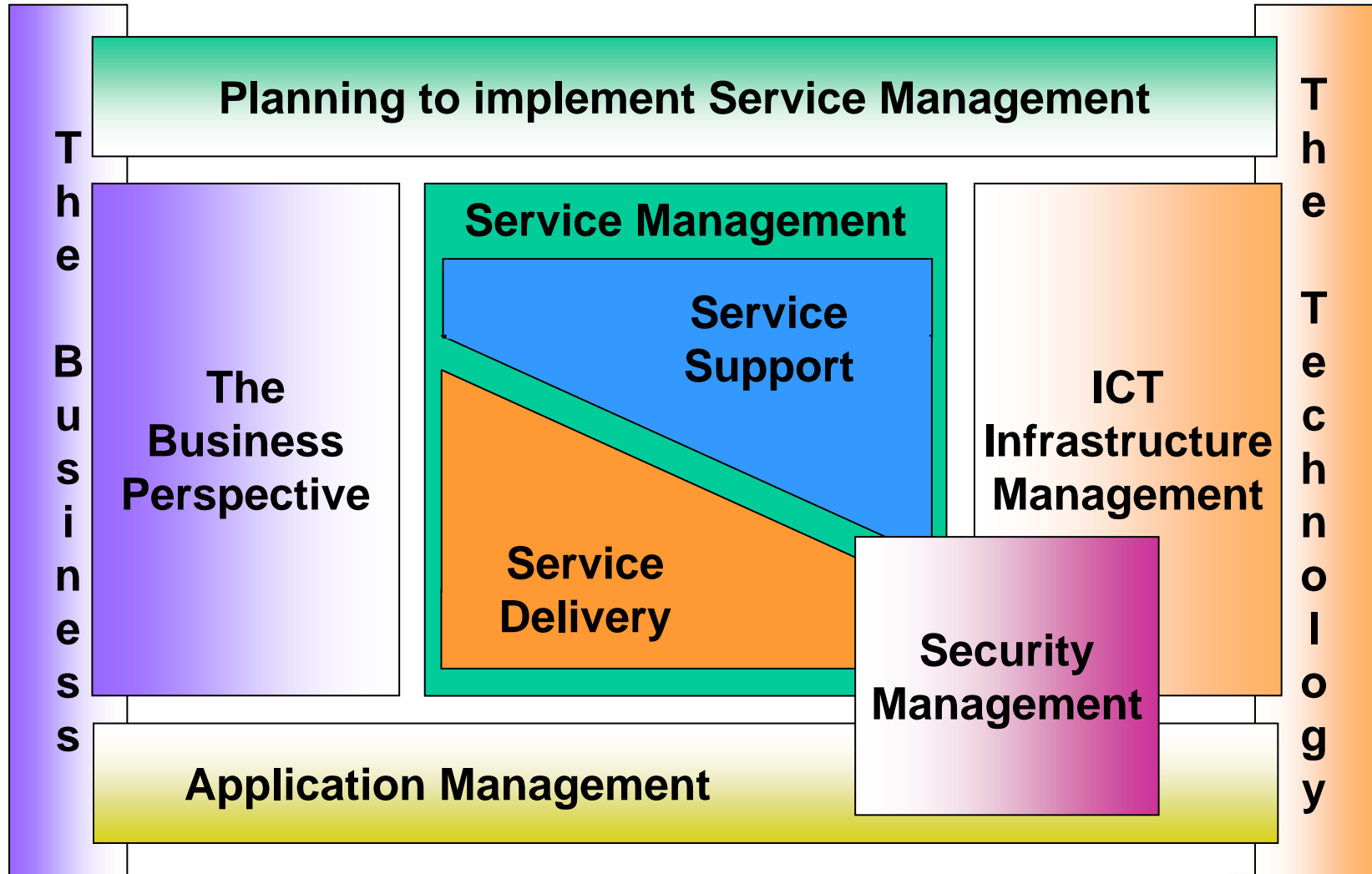
Configuration Management

- IT has full control over its assets and maintains an accurate database containing a description of all assets, their locations, and their relationships
- IT has full control of all licenses and never exceeds any agreed license terms detailed in contracts with third-party vendors or other suppliers
- IT has an accurate and complete configuration database to ensure that the organization is not paying for resources that it does not have or does not use
- Regular asset are performed to ensure that IT governance requirements are accurate, e.g. Sarbanes-Oxley

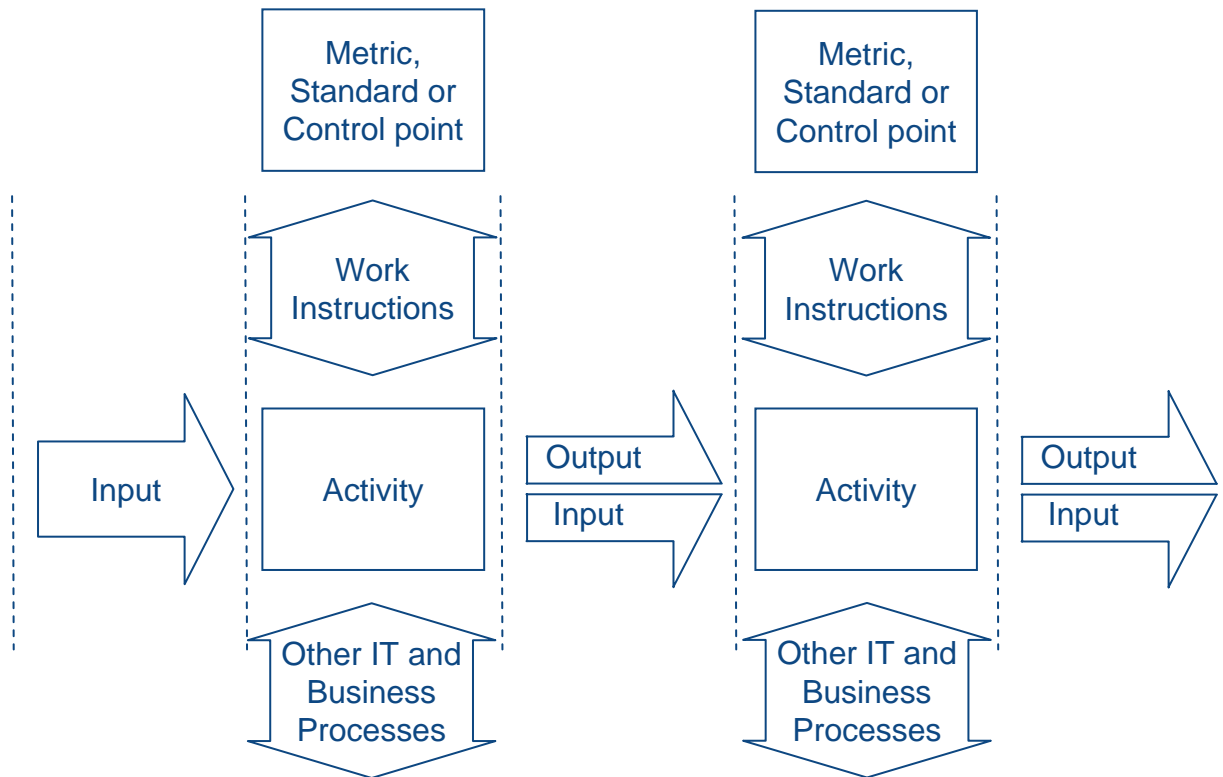
- IT has an accurate and complete configuration database to enable assessment of the impact of new business systems (increased ROI)
- IT has an accurate and complete configuration database to ensure that new business systems can be efficiently implemented with minimal potential failures after implementation (increased ROI)
- To meet existing IT governance requirements

- IT has an accurate and complete configuration database to ensure that accurate impact and priorities can be established
- IT has an accurate and complete configuration database to help the Service Desk and service delivery processes reduce time and effort, using the database as a resource for activities such as dynamic service delivery and automated recovery (reduced TCO)
- Ensure accuracy of IT assets by performing audits

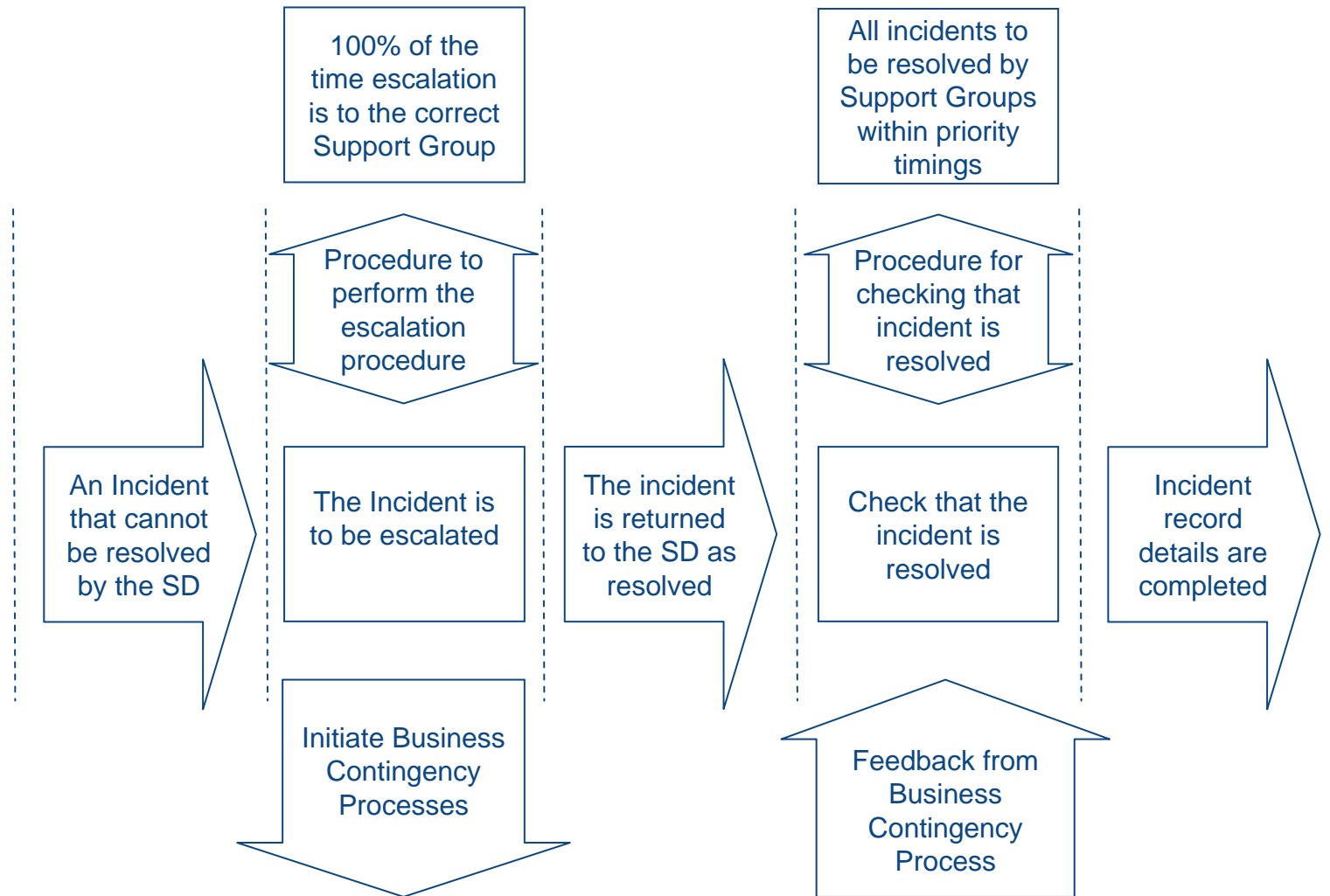
The current seven core books



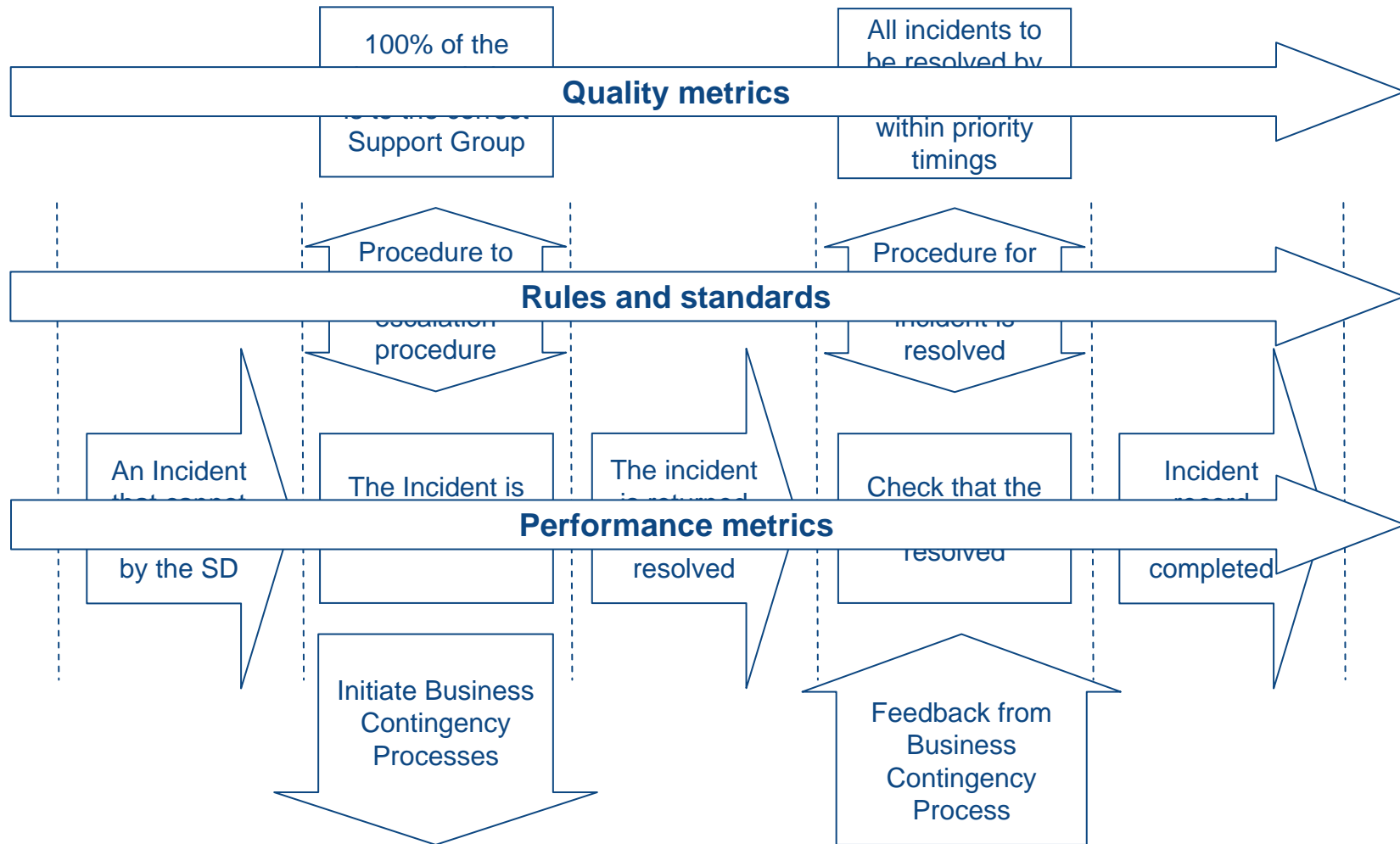
Typical process flow



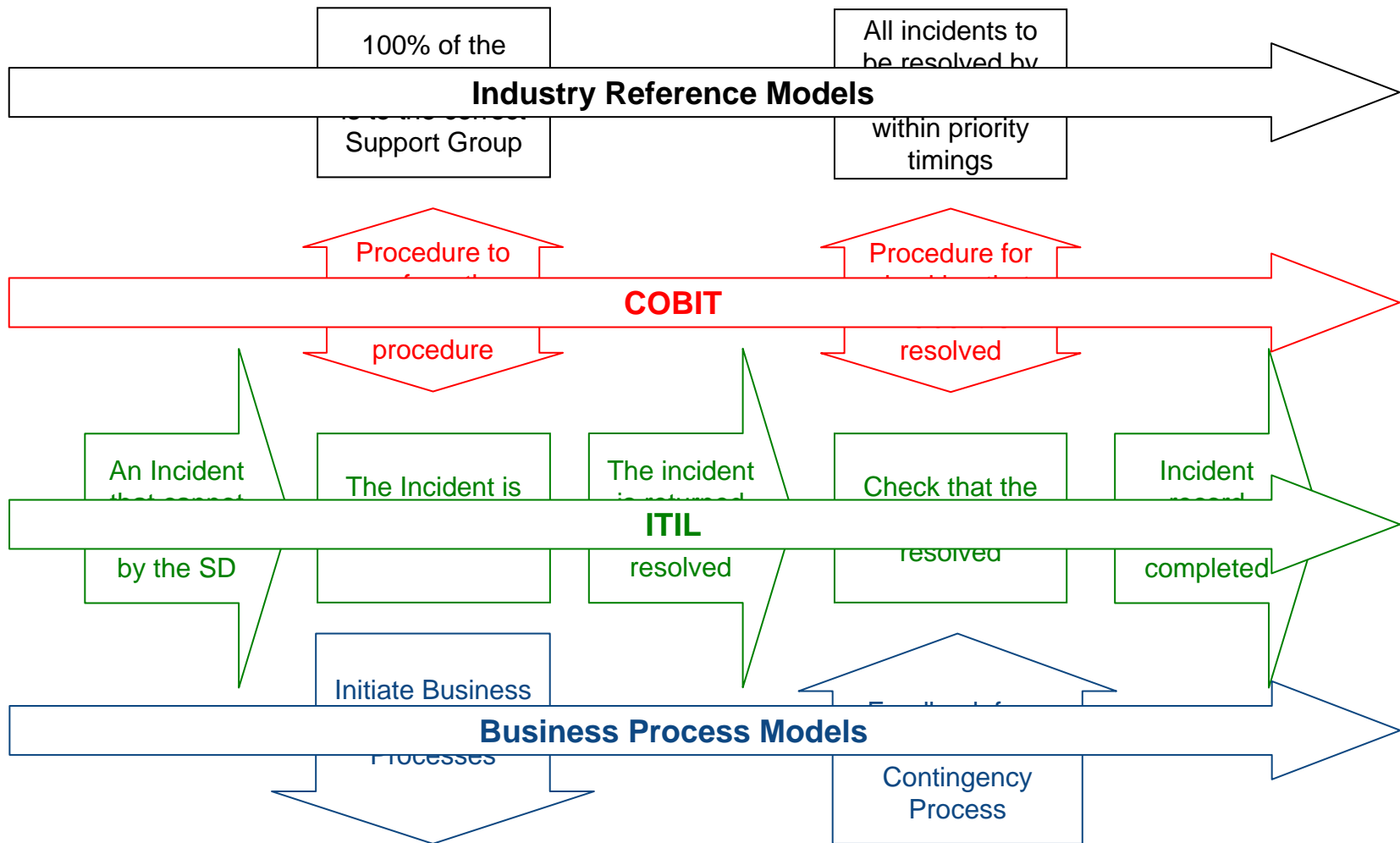
Example of Incident Management flow



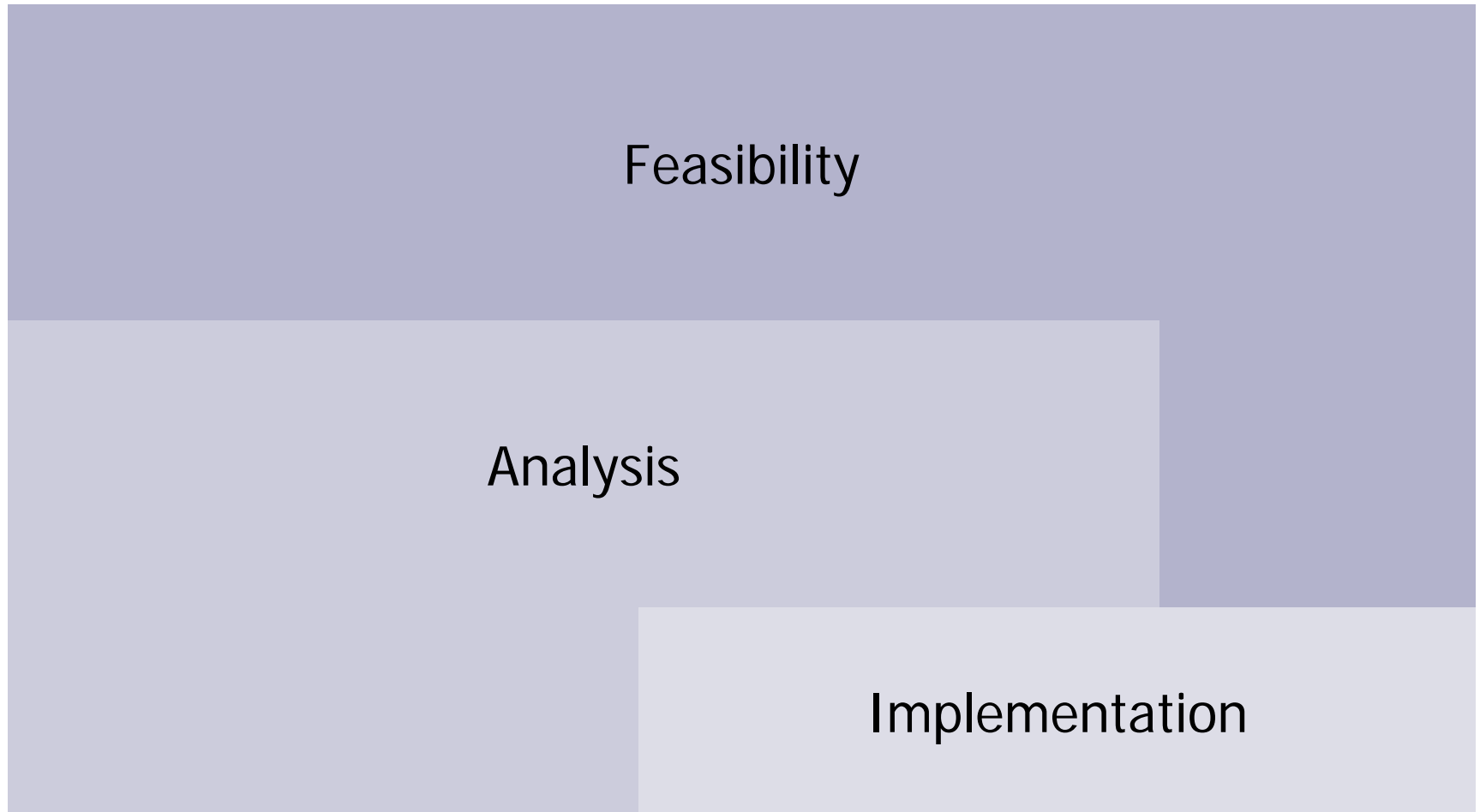
Process ownership



Best Practice relationships - COBIT/ITIL



Typical Approach



Goals of ITIL processes



The overall aim of IT security is 'balanced security in depth' with justifiable controls implemented to ensure continued IT Service within secure parameters (viz., Confidentiality, Integrity and Availability).

Capacity Management	Information Management	Service Continuity Management	Service Level Management
Availability Management	Incident Management	Service Financial Management	Service Quality Management
Release Management	Change Management	Contingency Management	SM Security Management

10 reasons why ITIL implementations fail



1. Lack of management commitment
2. Spending too much time on complicated process diagrams
3. Not assigning process owners
4. Allowing departmental demarcation
5. Being too ambitious
6. Not creating work instructions
7. Concentrating too much on performance
8. Failing to maintain momentum
9. Not reviewing the entire ITIL framework
10. Ignoring solutions other than ITIL

10 more reasons why ITIL implementations fail



11. Failure to blend technology, processes & people
12. Not selecting an integrated suite technology solution
13. Procrastination
14. Failure to understand strategic, tactical and operational
15. Failure to understanding that ITIL is a beginning not the ending
16. Not making this a major project with full Project Management
17. Trying to customize ITIL too much – there is a limit to flexibility
18. Not having benchmarks – CMM?
19. Not understanding the enterprise culture
20. Not implementing a Service Improvement Program