



Introduction to the ITIL Framework



Agenda

1. Introductions
2. ITIL Evolution
3. ITIL Framework
4. ITIL Processes
5. ITIL Relationships
6. ITIL vs. COBIT
7. Takeaways



Introductions

- Steve Smith – Quick Bio
 - 20 year veteran of IT in various technical, functional management and project management roles
 - Clients included NASA, Excite@Home, Warner Bros, and SanDisk
 - itSMF SFBA Board Member, and member of ISACA, PMI
 - PMP and ITIL Foundation/Intermediate Certifications
- Audience – Ratio, Areas of Interest

Slide 3



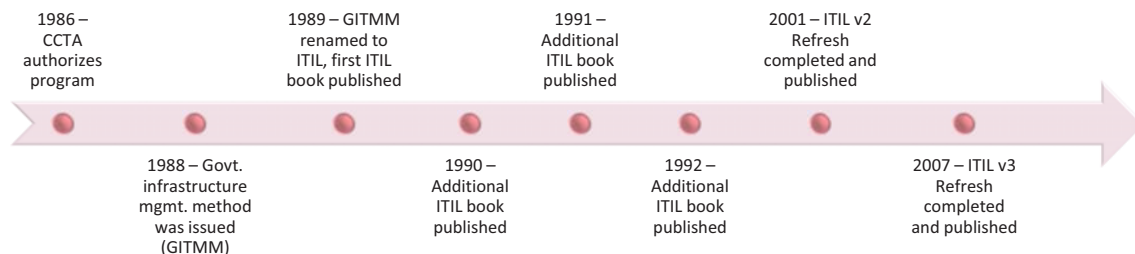
ITIL Evolution

ITIL Evolution

Catalyst: Poor quality IT service to the UK Government

Response: CCTA (now OGC) authorizes development of guidance to improve IT services

Result: Creation of ITIL- a systematic approach to the delivery of quality IT services



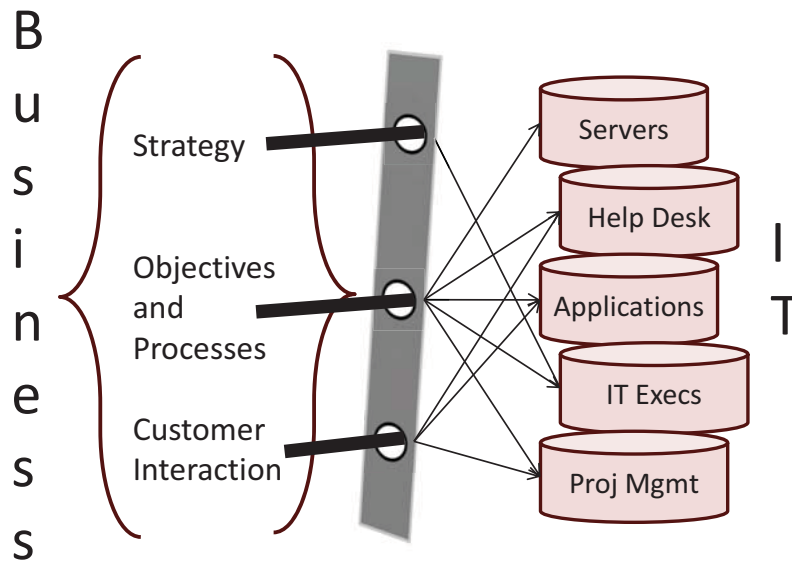
Slide 5

Sowing the ITIL Seeds Globally

- IT organizations were finding gaps in processes, management and customer requirements
- Sought homegrown solutions to plug gaps
- Awareness of ITIL spread; organizations facing critical issues were often early adopters
- Commercial ITIL based solutions appeared

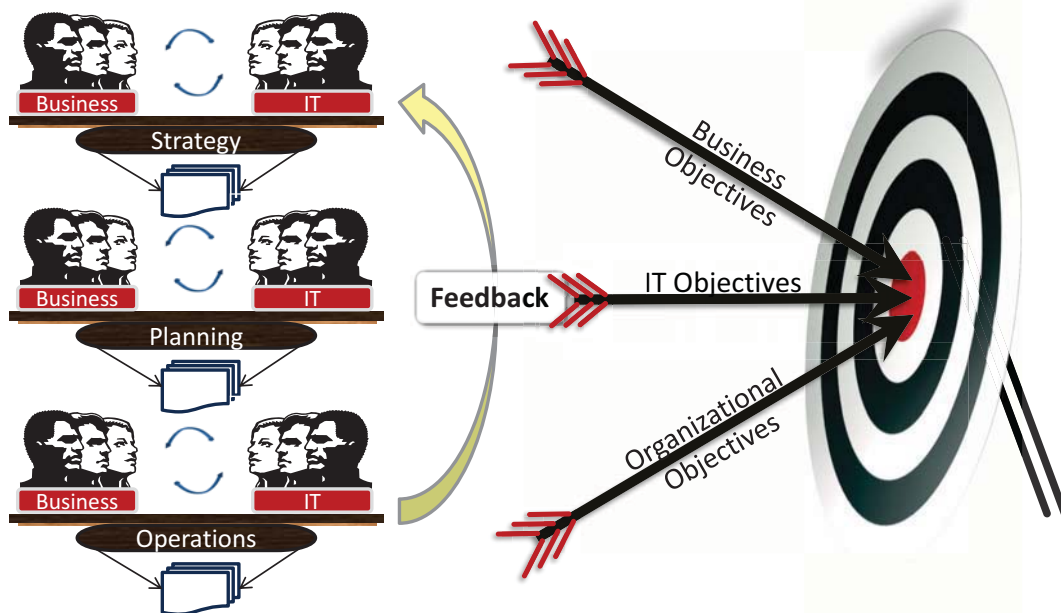
Slide 6

Communication Before ITIL



Slide 7

Impact of ITIL



Slide 8

Supporting Organizations

- Office of Government Commerce (OGC)
 - ITIL owner
 - Promotes the use of best practices in areas such as project and program management, procurement, risk management and IT Service Management
- IT Service Management Forum (itSMF)
 - Scope is the entire IT Service Management profession
 - Influences and contributes to best practices and standards worldwide, one of which is ITIL

Slide 9



ITIL Framework

What is ITIL?

- OGC: The only consistent and comprehensive documentation of best practice for IT Service Management (ITSM)
- Operational: It is a process framework that delivers its value to the business through a set of functions called IT Services

IMPORTANT: Fluid and constantly evolving

Slide 11

ITIL Framework

- What is a framework?
 - A collected set of objects for a defined purpose
- What is a framework's purpose?
 - To organize a set of principles/guidelines into a cohesive whole to provide guidance/instruction to others
- Is ITIL a framework?
 - OGC calls it an “approach”, others refer to it as a framework

Slide 12

ITIL Facts

- ITIL is the most widely accepted approach to IT Service Management in the world
- ITIL uses a lifecycle approach to manage all activities, services and products within IT and aligns them with IT Service offerings to the business.
- ITIL v3 is documented in a set of 5 books, which define a set of 26 processes and 5 functions
 - Service Strategy
 - Service Design
 - Service Transition
 - Service Operations
 - Continual Service Improvement



Slide 13

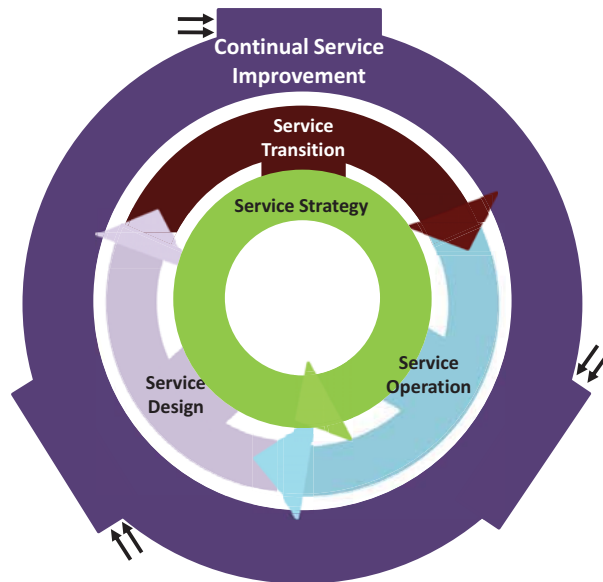
Key Concepts in v3

- **Service Lifecycle**
Definition **Definition**
- IT is a Service Provider
- IT Service value is quantifiable
- Business profitability is directly correlated to IT performance

ITIL vs. ITSM

Slide 14

ITIL v3 Service Lifecycle



*This graphic is based upon an OGC image.

[Return](#)

Slide 15

What Is a Service?

“A service is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks”

- Businesses use IT to outsource business functions to reduce cost and risk imposed by ownership.
- IT exists because they provide service to business units at an acceptable cost and risk.

[Return](#)

Slide 16

IT Infrastructure Library vs. IT Service Management

ITIL

- Documented set of guidance on provisioning quality IT services

ITSM

- The act of implementing and managing quality IT services

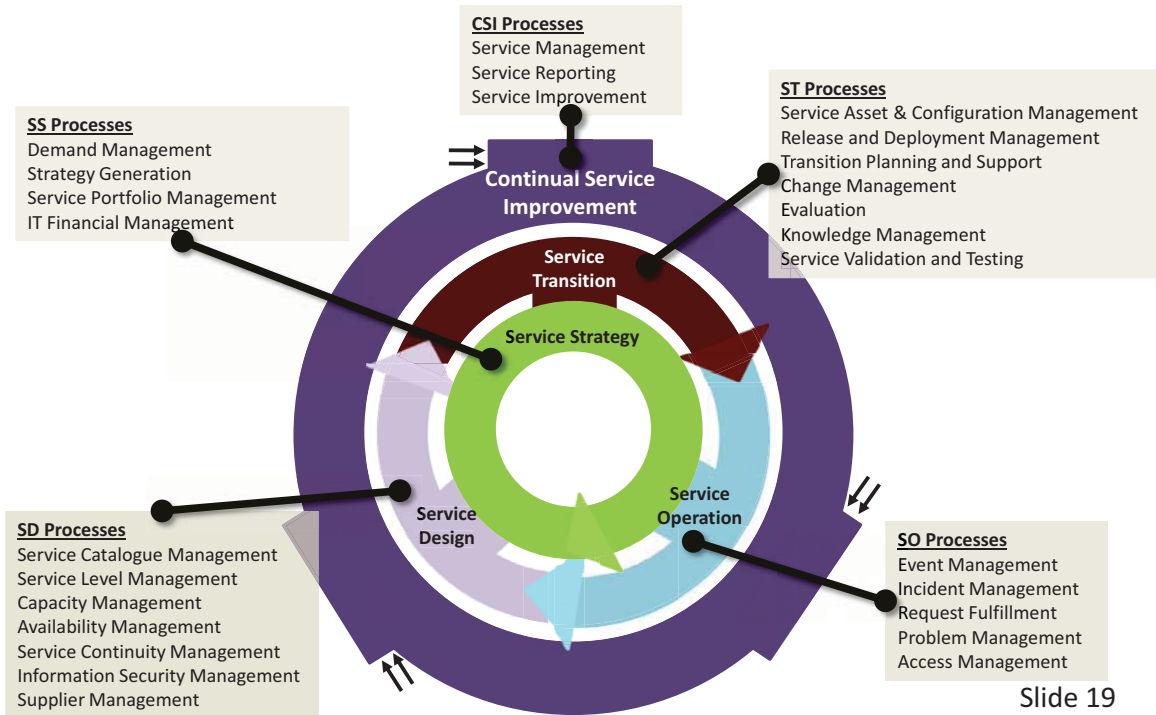
Yes, it is that simple.

Slide 17



ITIL Processes

ITIL v3 Service Lifecycle



Service Portfolio Management (SPM)

A method to manage all IT service investments with respect to business value.

Objective: Maximize business value, minimize risk and cost

Lifecycle Phase: Service Strategy		
Controls	Purpose	Metrics
Business & IT review	Assess business value	Business ROI, cost, risk

Financial Management (FM)

Function and processes responsible for budgeting, accounting and charging requirements.

Objective: Oversee all IT expenditures and ensure efficient use of funds

Lifecycle Phase: Service Strategy		
Controls	Purpose	Metrics
Service investment analysis	Evaluate service cost against business value	Return on investment (ROI), NPV, IRR, etc.
Financial reporting, variance analysis	Assess accuracy of plans, enable corrective action	Budgeted versus actual costs

Slide 21

Demand Management (DM)

Activities and processes that generate an understanding of and influence customer demand for services.

Objective: Balance resource demand and capacity

Lifecycle Phase: Service Strategy		
Controls	Purpose	Metrics
Demand variance analysis	Assess resource utilization	Resource utilization

Slide 22

Change Management (CM)

Process responsible for managing the lifecycle of all changes to the IT.

Objective: Ensure changes are made with minimal disruption and risk

Lifecycle Phase: Service Transition		
Controls	Purpose	Metrics
Change Requests	Ensure that changes are properly approved/executed	% preapproved changes, % successful changes, Backlog

Slide 23

Service Asset and Configuration Management (SACM)

Process that provides a logical model of the IT infrastructure.

Objective: Define service and asset infrastructure components and maintain accurate configuration records.

Lifecycle Phase: Service Transition		
Controls	Purpose	Metrics
SACM policy	Establishes SACM objectives, scope, resources	Audits, quality and accuracy of information, total time to resolve incidents/problems
Change Management	SACM data is under the control of CM	Same as CM+ audits

Slide 24

Incident Management (IM)

Process responsible for managing the lifecycle of all incidents.

Objective: Restore service as quickly as possible

Lifecycle Phase: Service Operations		
Controls	Purpose	Metrics
Logging, Monitoring and reporting	Detect and report incidents as quickly as they occur	Time to respond, mean time to restore service, cost

Slide 25

Problem Management (PM)

Process responsible for managing the lifecycle of all problems.

Objective: Prevent problems and incidents, eliminate repeating incidents and minimize impact of incidents that cannot be prevented

Lifecycle Phase: Service Operations		
Controls	Purpose	Metrics
Logging, monitoring and reporting	To Facilitate categorization, prioritization of incidents	Backlog, % resolved w/r/t SLA targets, Cost
Known Error Database	To quickly identify workarounds, solutions	Accuracy of DB, usefulness in providing solutions

Slide 26

Information Security Management (ISM)

Process that ensures the confidentiality, integrity and availability of an organization's assets, information, data, and IT services.*

Objectives: Align IT and business security; ensure security is managed effectively in IT services and across ITSM activities

Lifecycle Phase: Service Design		
Controls	Purpose	Metrics
Security Policy, audits, reporting	Monitor and control access to services and data	Security Incident Rate, impact of security problems, organizational awareness

*ISM is usually part of the organization's security management, so the scope is broader than IT and includes building access, phone calls, etc.

Slide 27

Access Management (AM)

Process responsible for permitting user access to IT services, data or other assets.

Objective: Limit access to IT services to authorized users

Lifecycle Phase: Service Operations		
Controls	Purpose	Metrics
Access Policies (execution only)	Identify authorized users	#of access requests granted/denied
Logging, Monitoring and reporting	Detect and report incidents as quickly as they occur	Time to respond, mean time to restore service, cost

Slide 28



ITIL Relationships



ITIL Relationships

Stage	Framework
Strategic	COBIT ISO 27002
Process Control	
Process Execution	ITIL
Work Instruction	

Standards:

ISO 9000, TOGAF, ISO/IEC 20000

Process frameworks:

Six Sigma, eTom, PRINCE2, PMBOK

.....
These standards and frameworks are complementary . This list is not exhaustive.





ITIL & COBIT



ITIL vs. COBIT

ITIL

- Based on defining best practice processes for ITSM
- IT best practices guidance
- Processes include process steps
- States how to do it

COBIT

- Based on frameworks such as CMM, ITIL, ISO/IEC 27002
- IT control and management framework
- Controls are implemented as processes, no steps
- States what to do

COBIT/ITIL Mapping Example

Control Objective	Name	ITIL
AI6	Manage Changes	ST 4.2 Change management ST 4.2.6.8 Change advisory board ST 5.1 Managing communications and commitment ST 5.2 Managing organisation and stakeholder change ST 5.3 Stakeholder management SO 4.3 Request fulfilment CSI 5.6.5 Change, release and deployment management
DS5.3	Identity management	SO 4.5 Access management
PO4 .3	IT steering committee	

Source: COBIT Mapping of ITIL V3 with COBIT 4.1; IT Governance Institute

Slide 33



ITIL® is a Registered Trade Mark of the Office of Government Commerce in the United Kingdom and other countries



COBIT® is a Registered Trade Mark of the IT Governance Institute ®





Takeaways



Takeaways

ITIL is...

- Progressive, Mature, Spreading
- Important to understand if you work in or around IT

To learn more...

- Blogs, books, forums, etc.
- Attend courses, and achieve certification



Supplemental Materials



Resources

Official ITIL Site

- <http://www.itil-officialsite.com/home/home.asp>

OGC Best Practice Site

- <http://www.best-management-practice.com/>

itSMF USA Chapter

- <http://itsmfusa.org/>

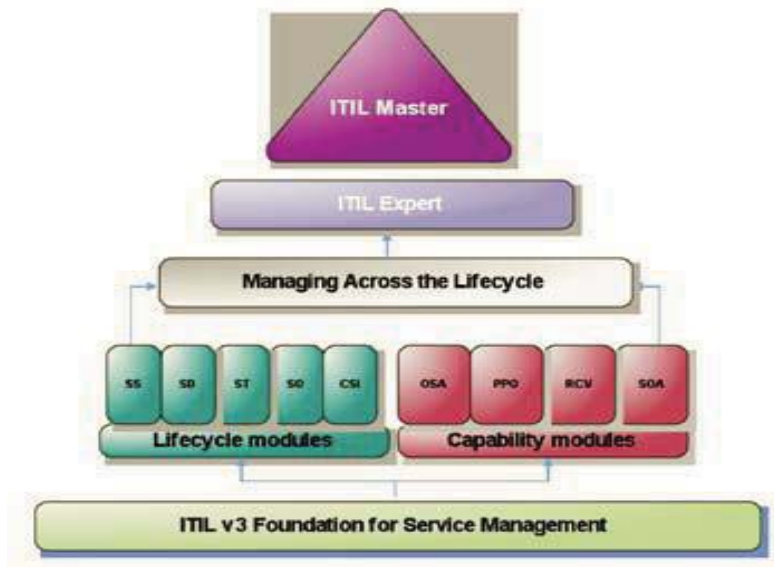
itSMF International

- <http://www.itsmfi.org/>

COBIT (COBIT Mapping: Mapping of ITIL V3 With COBIT 4.1)

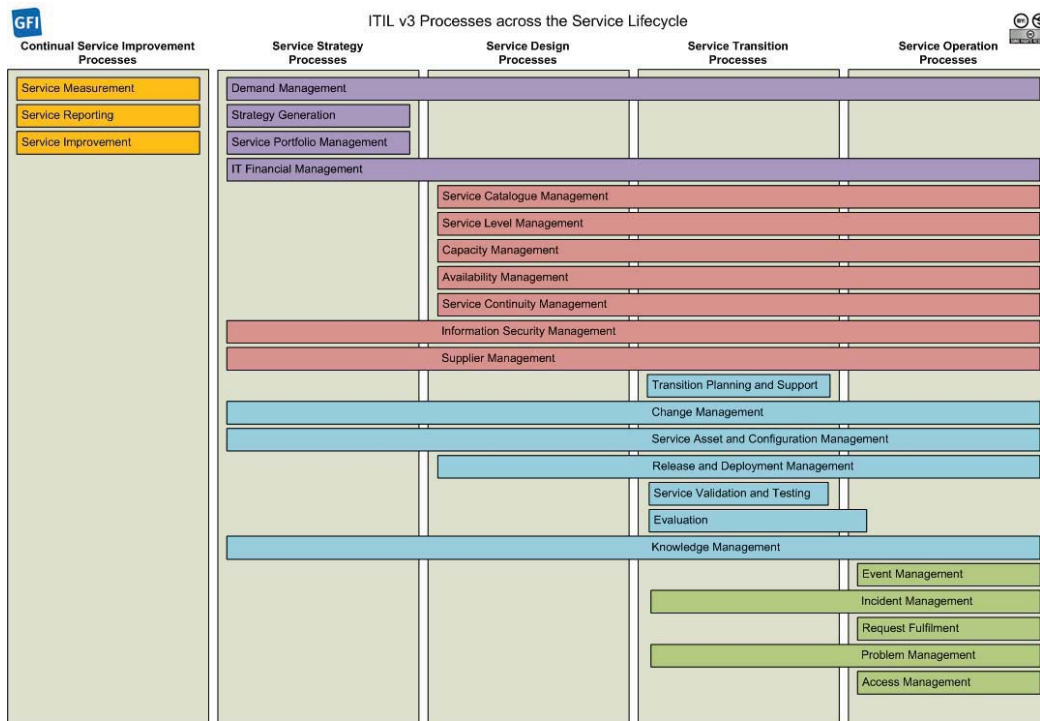
- <http://www.isaca.org/COBIT>

ITIL v3 Qualification Scheme



© OGC's Official Accreditor - The APM Group Limited 2008

Source: <http://www.itil-officialsite.com/Qualifications/ITILV3QualificationScheme.asp>



by Rui Soares, based on "The Official Introduction to the ITIL Service Lifecycle" (Sharon Taylor) - itilrules.wordpress.com



Definitions

Best Practice

Proven Activities or Processes that have been successfully used by multiple Organisations. ITIL is an example of Best Practice.

Change

(Service Transition) The addition, modification or removal of anything that could have an effect on IT Services. The Scope should include all IT Services, Configuration Items, Processes, Documentation etc.

Control

A means of managing a Risk, ensuring that a Business Objective is achieved, or ensuring that a Process is followed. Example Controls include Policies, Procedures, Roles, RAID, door-locks etc.

Governance

Ensuring that Policies and Strategy are actually implemented, and that required Processes are correctly followed. Governance includes defining Roles and responsibilities, measuring and reporting, and taking actions to resolve any issues identified.

Guideline

A Document describing Best Practice, that recommends what should be done. Compliance to a guideline is not normally enforced.

Incident

(Service Operation) An unplanned interruption to an IT Service or a reduction in the Quality of an IT Service. Failure of a Configuration Item that has not yet impacted Service is also an Incident. For example Failure of one disk from a mirror set.

IT Service

A Service provided to one or more Customers by an IT Service Provider. An IT Service is based on the use of Information Technology and supports the Customer's Business Processes. An IT Service is made up from a combination of people, Processes and technology and should be defined in a Service Level Agreement.

IT Service Provider

(Service Strategy) A Service Provider that provides IT Services to Internal Customers or External Customers.

Known Error

(Service Operation) A Problem that has a documented Root Cause and a Workaround. Known Errors are created and managed throughout their Lifecycle by Problem Management. Known Errors may also be identified by Development or Suppliers.

Known Error Database (KEDB)

(Service Operation) A database containing all Known Error Records. This database is created by Problem Management and used by Incident and Problem Management. The Known Error Database is part of the Service Knowledge Management System.

Source: ITIL glossary, <http://www.best-management-practice.com/officialsite.asp?DI=575004&FO=1230366>

Slide 41

Definitions (con't.)

Lifecycle

The various stages in the life of an IT Service, Configuration Item, Incident, Problem, Change etc. The Lifecycle defines the Categories for Status and the Status transitions that are permitted. For example:

- The Lifecycle of an Application includes Requirements, Design, Build, Deploy, Operate, Optimise.
- The Expanded Incident Lifecycle includes Detect, Respond, Diagnose, Repair, Recover, Restore.
- The lifecycle of a Server may include: Ordered, Received, In Test, Live, Disposed etc.

Plan-Do-Check-Act

(Continual Service Improvement) A four stage cycle for Process management, attributed to Edward Deming. Plan-Do-Check-Act is also called the Deming Cycle.

PLAN: Design or revise Processes that support the IT Services.

DO: Implement the Plan and manage the Processes.

CHECK: Measure the Processes and IT Services, compare with Objectives and produce reports

ACT: Plan and implement Changes to improve the Processes.

Problem

(Service Operation) A cause of one or more Incidents. The cause is not usually known at the time a Problem Record is created, and the Problem Management Process is responsible for further investigation.

Service Level Agreement (SLA)

(Service Design) (Continual Service Improvement) An Agreement between an IT Service Provider and a Customer. The SLA describes the IT Service, documents Service Level Targets, and specifies the responsibilities of the IT Service Provider and the Customer. A single SLA may cover multiple IT Services or multiple Customers.

Service Portfolio

(Service Strategy) The complete set of Services that are managed by a Service Provider. The Service Portfolio is used to manage the entire Lifecycle of all Services, and includes three Categories: Service Pipeline (proposed or in Development); Service Catalogue (Live or available for Deployment); and Retired Services.

Service Valuation

(Service Strategy) A measurement of the total Cost of delivering an IT Service, and the total value to the Business of that IT Service. Service Valuation is used to help the Business and the IT Service Provider agree on the value of the IT Service.

Source: ITIL glossary, <http://www.best-management-practice.com/officialsite.asp?DI=575004&FO=1230366>

Slide 42

Written and Produced by:

Steve Smith, steve1@comcast.net

ITIL

COBIT

Project Management (PMP)

Program Management

Susan Myrick, susan@tbiinc.net

COBIT

Organizational Change Management

Instructional Design

Communications