ITIL: What it is… What it Can Do For You

Facilitated by: Patrick Musto
Agenda

- Answer the questions “what?” and “how?”
  - Historical Background
  - Fundamental Principles
  - 5 Lifecycle Phases
  - Implementation Framework

*(bet they didn’t tell you this!)*
Quality Principles

Fact or Fallacy?

1. Quality is expensive?
2. Quality control experts and inspectors can assure quality?
3. Defects are caused by workers?

Who or what gets blamed when the “process” doesn’t work?
“Understand and internalize the key fundamental and universal principles inherent in all quality systems. They should be second nature; a part of who you are, as an individual or an organization.”

Patrick Musto, Service Management Practitioner
We don't produce gadgets, we create services. We want to make money when people use our devices, not when they buy them.

(Not so anonymous) Jeff Bezos, Amazon

Thoughts?

ESSENTIALLY ITIL IS ABOUT ORGANIZATIONAL…

1. Agility
   *(People & Technology)*

2. Readiness
   *(People and Process)*

3. Service Alignment
   *(Cultural Alignment)*

*(adapted from CIO Magazine)*
ITIL Evolution

Operational and Tactical Focus

1980’s

GITIM
Library of 40 Books

Central Compute and Telecommunications Agency (CCTA)
Office of Government Commerce (OGC)

Assortment of Processes

Strategy and Business Integration Focus

2001

V2
2 Books
SS, SD
11 Processes, 1 Function

2007

V3
5 Books
5 Phases
23 Processes, 4 Functions

2012

V3 Update
5 Books
5 Phases
26 Processes 4 Functions

2013

Capita & UK Govt. Joint Venture for ITIL & Prince2

Lifecycle Approach

2001

ITIL Evolution

GITIM: Government Information Technology Infrastructure Management

service management solutions
<table>
<thead>
<tr>
<th></th>
<th>Service Support</th>
<th>Service Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus</strong></td>
<td>Day to day</td>
<td>Planning/longer term</td>
</tr>
<tr>
<td><strong>S.P.O.C</strong></td>
<td>Service Desk</td>
<td>Service Level Mgmt</td>
</tr>
<tr>
<td><strong>Who</strong></td>
<td>User</td>
<td>‘Paying’ Customer</td>
</tr>
<tr>
<td><strong>Main Focus</strong></td>
<td>Service Quality</td>
<td>Value for Money</td>
</tr>
<tr>
<td><strong>ITIL Function</strong></td>
<td>Service Desk</td>
<td>Data Center</td>
</tr>
<tr>
<td></td>
<td><strong>ITIL Processes</strong></td>
<td></td>
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<td></td>
<td>Incident Mgt.</td>
<td>Service Level Mgt.</td>
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<tr>
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<td>Problem Mgt.</td>
<td>Availability Mgt.</td>
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<td>Change Mgt.</td>
<td>Capacity Mgt.</td>
</tr>
<tr>
<td></td>
<td>Release Mgt.</td>
<td>IT Service Mgt.</td>
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<td>Configuration Mgt.</td>
<td>Financial Mgt.</td>
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“...the better a thing is, the cheaper it is to make...”
Bill Knudsen, GM President
ITIL is the most successful and widely adopted IT Service Management framework

ITIL is not a standard

ISO/IEC 20K provides the international standard for Service Management

ITIL certifies people…not organizations, not software/applications
Good Practice

Best Practice

- Characteristics
  - “Generally” publicly available
  - Validated across a diverse set of environments
- Sources
  - Public Domain (ITIL)
  - Standards (ISO, CMMI, COBIT, PRINCE2, PMBOK)
  - Proprietary (company specific)

Good Practice

- Organization-specific bodies of knowledge
- Built upon standard, publicly available knowledge
- Proven to improve unique IT capabilities

“Good Practice is doing those things that have been shown to work”
So What Is A Best Practice?
“Understand and internalize the key fundamental and universal principles inherent in all quality systems. They should be second nature; a part of who you are, as an individual or an organization.”

Patrick Musto, Service Management Practitioner
<table>
<thead>
<tr>
<th>IT Service Management ITIL Framework</th>
<th>ISO 9001 Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Strategy</td>
<td>✓</td>
</tr>
<tr>
<td>Service Design</td>
<td>✓</td>
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<tr>
<td>Service Transition</td>
<td>✓</td>
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<tr>
<td>Service Operation</td>
<td>✓</td>
</tr>
<tr>
<td>Continual Service Improvement</td>
<td>✓</td>
</tr>
</tbody>
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**Quality Management System**

- ✓ Process Definition
- ✓ Process Dependencies
- ✓ Process Planning
- ✓ Process Operation
- ✓ Process Control
- ✓ Process Monitoring
- ✓ Process Measurement
- ✓ Process Improvement
- ✓ Process Documentation
- ✓ Quality Manual
Policy
High-level guiding principle. Policy is written from a “top-down” perspective and is supported by standards and Critical Success Factor.

Process
May be decomposed into sub-processes as dictated by the needs of the organization and level of complexity.

Goverance Pyramid
- Policy: “Why”
- Sub-Process
- Procedure: “How”
- Work Instructions: Tool Specific

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While ITIL provides some guidance on roles within an organization, it does not mandate an organizational structure. The ITIL processes interact throughout the organization. The one exception is the function of the Service Desk.

- ITIL Process cross organizational boundaries
- **All organizations** are involved in Service Management
- Processes must be understood throughout the organization to be effective
- Service Management concepts must be understood by all organizations
Organizational Agility

- Initiative Objectives and Goals
  - Compliance issues must be defined
  - Rationale must be clear → Elevator Speech

- Governance
  - Ownership
  - Goals → Policy → KPIs → Metrics

- Process Definition
  - Objectives
  - Ownership
  - Measures
  - Interfaces
“May God have mercy upon my enemies, because I won't.”

*General George S. Patton Jr.*
Position Service Management as an organizational capability
Leverage Service Management as a strategic asset
Set objectives for performance in meeting customer needs
Provide for the alignment of Service Management and business strategies
Think about the why!

Define market → Develop Offerings → Develop Strategic Assets → Prepare Execution
✓ Grain – Local Corn, Rye, Barley
✓ Water – Unique Limestone Cave Spring
✓ Trees – Charcoal, Barrels
✓ Labor – Skilled, Local
✓ Transportation – Lynchburg Hwy (55) & 24
“Stress the little things because little things lead to big things.”
Steve Alford, basketball coach
Service Design

- Service design and development
- Convert strategy into a portfolio of services
- Design of new services
- Changes to existing services
- Meet current and future needs

IT Services Design → Architectures → Processes → Policies → Documentation
Service Alignment
Service Provider Model

External Customer(s)

ENTERPRISE

Customer
User-User-User

Customer
User-User-User

Customer
User-User-User

SLA

SLA

Service Provider

AVAILABILITY

OLA

IT Support
Service Desk-Systems-Network-Software Support

RELIABILITY MAINTAINABILITY

UC

Vendor

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“Change is not made without inconvenience, even from worse to better.”

Richard Hooker, theologian
Plan capability and resources to transition into production
Move services into production
Minimize risk during transition through structured, rigorous and consistent transition
Focus on transitioning the strategic requirements of the design into production

Adapt to Environment ➔ Align with Business ➔ Ensure Capability to Operate within Design Considerations
Emergency Change
Should be an exception, is widely and well executed, suggesting a high volume of such changes which potentially introduce significant risk of change failure, service disruption.

Clear Closure Criteria
(success and failure criteria)
Closure and communications are essential for stakeholders’ knowledge, appropriate reviews, confirmation of success, documentation of any ancillary effects, completion on time and within cost constraints.

Registration, Planning, Approval
Directly impact business alignment, cost, change success, workload, and resource utilization fall in the lower quadrant. Refinement will streamline Change Management while bringing visibility to the coordination of all changes.
"I'm astounded by people who want to 'know' the universe when it's hard enough to find your way around Chinatown."

Woody Allen
Service Operation

Service Operation
- Event Management
  - Incident Management
- Request Management
- Access Management
- Problem Management

Functions
- Service Desk
  - Technology Management
  - Application Management
  - IT Operations Management

- Ensure effectiveness and efficiency in the delivery of services
- See that strategic objectives realized and value is delivered
- Provide stability through proactive, reactive control

Execution of Activities → Deliver Services → Support Services
Dilemma
Empowered Service Desk

Hierarchical Escalation

First Call Resolution

Notification

Functional Escalation

Hierarchical Escalation

Functional Escalation

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“Whenever an individual or a business decides that success has been attained, progress stops.”

*Thomas J. Watson, executive*
Continual Service Improvement

- 7-Step Improvement Model
- PDCA
- CSI Approach
- Measurement & Reporting

- Maintaining value for customers
- Leverage quality management principles to address:
  - Service quality
  - Operational efficiency
  - Business continuity
- Provide a closed-loop improvement methodology of PDCA

Align → Realign → Continuously Across ITSM – Services - Processes
W. Edwards Deming is best known for his philosophy of continual improvement and development of 14 points of attention to managers.

A SYSTEMS-LED approach underpins the concepts in the Deming Cycle to provide a mechanism for continual improvement.

“Think System” – seeing things holistically and how interdependencies interact
“Information is not knowledge.”

Albert Einstein
Summary

- Best Practice “Framework”
- Nothing New – Based on Solid Quality Principles
- 5 Lifecycle Phases in 5 Volumes (books)
- Promotes Planning to Design, Deliver, Support & Improve on *value*
- Success Demands Organizational Commitment
- *Misconceptions*…
"We invented words. We'll tell you how they're suppose to sound."

John Oliver, The Daily Show