ITIL Version 3 Best Practices

Master World-Class IT Management Techniques with ITIL Version 3

Safari Books Online For Government

Improving IT Service Management within the Government Organization

Contents

What is ITIL?

The Information Technology Infrastructure Library (ITIL) is written by the UK Office of Government Commerce and published by The Stationary Office. This library features best practices and standards for IT professionals and developers. The ITIL core collection of titles has been used by IT professionals for more than 20 years and is considered the authoritative body of work focusing on exceptional and innovative technology solutions and services. For many IT experts there is no substitute for the methodologies covered in the five core titles.

ITIL describes best practices, the framework for IT professionals to establish world-class service and achieve the competitive advantage so necessary in today's business world. ITIL defines the processes that enable IT to provide value-added support and services to the business, where factors such as reliable systems and networks, consistent IT processes, and timely execution of enterprise projects are thoughtfully planned and implemented.

As Sarbanes-Oxley has changed the business world, requiring far more internal control over financial and management decisions, The Office of Management and Budget (OMB) Circular A-123 has done the same for Federal agencies. Also similar to Sarbanes-Oxley, A-123 defines IT and IT Operations as an area highly dependent upon transparency and internal controls.

OMB Circular A-123 states, "Generally, identifying and implementing the specific procedures necessary to ensure effective internal control, and determining how to assess the effectiveness of those controls, is left to the discretion of the agency head. While the procedures may vary from agency to agency, management should have a clear, organized strategy with well-defined documentation processes that contain an audit trail, verifiable results, and specify document retention periods so that someone not connected with the procedures can understand the assessment process." As an IT leader the source for understanding and implementing such procedures is gained through the teachings and examples of ITIL.

In addition, over the last two years, the OMB has launched the Line of Business (LOB) initiatives. The purpose of the initiatives is to consolidate and improve operations around common services, including, financial grants, budgeting, and IT infrastructure. As a result, agency IT departments are in need of a framework to help them transform and achieve key goals established as part of the LOB initiatives.

As LOB metrics, such as; total cost per device, total cost per user, and help-desk speed-of-answer percentage become "mission-critical" for IT agency departments, it is imperative for IT departments to fully grasp the scope of data and the costs associated with doing business. ITIL v3 is geared for service delivery, understanding costs, and transforming IT Operations into best-in-class IT Operations.

Larry Klosterboer, an eighteen-year veteran of IT Operations, and a certified ITIL expert with IBM, states that an IT leader today can gain valuable knowledge, resources and—perhaps most importantly—a roadmap to IT issues through the adoption of ITIL. Configuration Management is one example. A vital component to the IT Architecture, Configuration Management, and the supporting Configuration Management Database (CMDB) are the skeleton of all IT Service Support and the backbone for delivering that support. When outlining key elements in the IT landscape such as database relationships, software installation, impact and risk assessments, and infrastructure and documentation, Configuration Management is often a component IT leaders describe as needing attention.

Why ITIL Version 3 Best Practices?

"Having the ITIL Version 3 Service Management Best Practices documentation available on demand through Safari Books Online is a valuable benefit to all of us here in the Sun IT Group. Safari Books Online makes collaborating on projects simple; each of us can quickly find information we need and instantly share that information with the rest of the team. As an IT community, we should all continue to use this resource to make the most of our service delivery and service management practices."

—*Dawn Mular, Director, IT Operations Group - Sun Microsystems*

ITIL Version 2 was influential in identifying the key processes of its time; however, those processes shaping Service Management have changed drastically. IT leaders can confirm Service Management means more than just supporting the end product; it means establishing and working through a Service Lifecycle.

ITIL Version 3 Best Practices has expanded the concept of IT service delivery from day-to-day operations of those services to the Service Lifecycle. ITIL Version 3 Best Practices includes five lifecycle phases (each with its own guidebook): Strategy, Design, Transition (which covers implementation and change), Operations and Continual Improvement.

At the strategy level, Version 3 Best Practices specifically invites the business manager into the process by asking IT to base the design, maintenance and evolution of IT services on the business objectives of the organization.
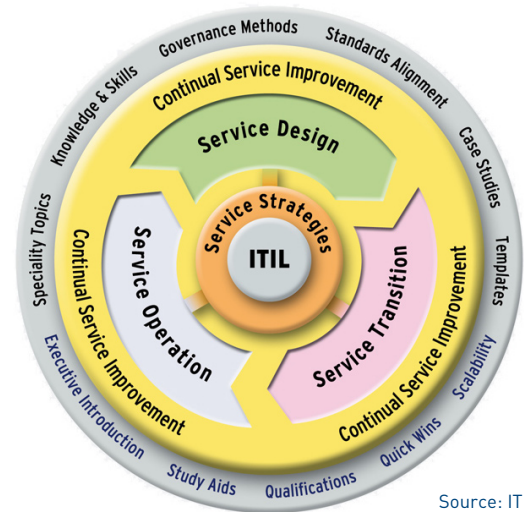
ROI, business metrics and business benefits come to the forefront in ITIL Version 3 Best Practices, reflecting the trend and necessity for IT to step out of the cost center world and into the value-added-to-the-bottom-line world.

In working with literally hundreds of IT clients over the years, Larry Klosterboer cites compliance and control as significant hurdles for many IT departments looking to react to business needs. Change Management is critical to success in this area of IT Operations. A structured process is provided to address areas such as impact analysis, communication and scheduling for the impending change.

Both business and technical requirements must be considered when implementing any change control. ITIL educates on the Change Management process to minimize risks associated with such undertakings.

The Service Lifecyle:
5 best practices of the ITIL Library

With busy CIOs and IT leaders in mind, the five best practices provide the road map for ITIL Version 3 Best Practices through the five core titles. Each title correlates to the heart of ITIL Version 3 Best Practices, The Service Lifecycle. The four stages of the Lifecycle—**Strategy, Design, Transition and Operation**—expand on core processes of ITIL Version 2, while the fifth stage, **Continuous Service Improvement**, encompasses the entire lifecycle.

Source: ITIL.org

Service Strategy

The Service Strategy volume provides guidance on how to design, develop, and implement service management not only as an organizational capability but also as a strategic asset. Production and maintenance of IT polices, architectures, and documents for best practice IT infrastructure service solutions are laid out for easy adoption.

Key concepts and guidance included in this publication (Service Strategy, TSO, 2007) include:

» Converting innovative ideas and concepts into services for customers

» Solving problems with effective and enduring solutions

» Controlling costs and risks that can potentially destroy carefully created value

» Learning from successes and failures to manage new challenges and opportunities

In addition, an in-depth look at the market space is covered. The IT service provider is challenged to understand the market space better than its competitors. This volume covers topics, such as, real analysis of the dynamics of the market space and what critical success factors make that market unique.

Service Design

The Service Design volume provides the IT manager and staff with the guidelines for production and maintenance of IT policies, architectures, and documents for the design of innovative IT service solutions and processes.

Key concepts and guidance included in this publication (Service Design, TSO, 2007):

» Service design objectives and elements

» Selecting the service design model

» Cost modeling

» Benefit/risk analysis

» Implementing service design

» Measurement and control

Service Design explores the Service Level Management (SLM) to aid IT in establishing appropriate service targets in conjunction with the business.

The supporting structure to SLM is Service Level Agreements (SLA), Operational Level Agreements (OLA) and the Service Improvement Plan (SIP), all thoroughly covered in this volume.

Service Transition

The Service Transition volume details the development and improvement of capabilities for transitioning new and re-designed services into operations. This volume builds upon Service Strategy and Service Design and accelerating plans into realization while providing the necessary tools for Risk Management and Release Management.

Key concepts and guidance included in this publication (Service Transition, TSO, 2007) are:

» Managing organizational and cultural change

» Knowledge management

» Service knowledge management systems

» Methods, practices and tools

» Measurement and control

» Companion best practices

Following ITIL practices, a structured and robust Change Management process is necessary to handle changes. The need to promptly and accurately record changes in the Configuration Management System cannot be overlooked. Change Management is a consistent force throughout the Service Lifecycle, and the topic is explored in detail in this volume.

Service Operation

Service Operation details delivery and control to achieve operational excellence for daily activities.

Key concepts and guidance included in this publication (Service Operation, TSO, 2007) are:

» Application Management

» Change Management

» Operations Management

» Control processes and functions

» Scalable practices

» Measurement and control

Service Level Management cannot become a reality without the complete grasp of Service Operation. It is not possible for IT to deliver true value to the business without viewing goals through the business lens. However, quality of service and system stability come at a cost. It is in this environment that measurement and control help steer the IT organization into balance.

The Service Desk is reviewed in this volume, covering topics like incident reporting, diagnosis of reported problems, escalation procedures, and user communication to help bolster what is for many organizations the main customer contact for users.

Continual Service Improvement

ITIL has always emphasized continual improvement. This volume stresses continual improvement as part of the Service Lifecycle covering topics such as repeatable processes, service management and service retirement.

Key concepts and guidance included in this publication (Continual Service Improvement, TSO, 2007) are:

» Business & technology drivers for improvement

» Justification templates

» Business, financial and organizational improvements

» Methods, practices and tools

» Measurement and control

» Companion best practices

A seven step improvement process is outlined to help push continual improvement beyond a theory. Goal alignment from Service Strategy and Service Design drives the process steps at a strategic, tactical, and operational level. The seven step process focuses heavily on data analysis, covering what should be measured, what can be measured, and gathering, processing, and analyzing data to develop a case for areas needing improvement.

Stay Competitive & Improve Productivity

"The ability to access and cross reference so many titles at one time
  is a big advantage to using the Safari Books Online Library for trusted information."
  — *Larry Klosterboer,* *certified ITIL Expert, IBM.*

Today's IT arena is more dynamic than ever before, and IT managers and developers are constantly challenged to deliver more powerful, flexible and efficient systems and processes to keep pace with evolving business requirements and regulations.

Savvy managers and developers rely on the Information Technology Infrastructure Library to help them design and implement best practices and procedures for building dynamic, world-class IT systems and services.

Now, Safari Books Online offers the complete suite of the latest ITIL (Version 3) titles in one convenient, fully searchable, easy-to-use electronic library. Safari Books Online is the only online library vendor licensed to provide the full set of ITIL Version 3 core books and all of the newest supplemental volumes.

In addition to the ITIL Library, Safari Books Online distributes fully searchable collections of books, articles, certification study guides and instructional videos from the most respected and well-known technology and business publishers. Safari Books Online provides this content within its powerful, user-friendly, intuitively searchable environment.

Today Safari Books Online offers a depth and breadth of technology, creative, business and management content that no other digital library comes close to matching. Nearly one million professionals rely on Safari Books Online for access to timely and accurate information to critical questions.

Without question, Safari Books Online is quickly changing the way that corporate IT, academic, and training organizations access information.

To find out more about the ITIL online library, contact your Safari Books Online government sales representative at ●●❯ **govsales@safaribooksonline.com** or call **888.619.1684**.

About Safari Books Online

Safari Books Online (www.safaribooksonline.com) is an on-demand digital library delivering expert content in both book and video form from the world's leading authors in technology and business. Technology professionals, software developers, Web designers, and business and creative professionals use Safari Books Online as their primary resource for research, problem solving, learning and certification training. Safari Books Online offers a range of business-to-business product mixes and pricing programs for every sized organization, as well as business-to-consumer options for individual users.

Thousands of books, prepublication manuscripts, short documents, articles and instructional videos are available at Safari Books Online in one fully searchable database from publishers like Prentice Hall Professional, O'Reilly Media, Addison-Wesley Professional, Microsoft Press, Sams, Que, Peachpit Press, John Wiley & Sons, Elsevier, IBM Press, Adobe Press, Cisco Press, Sun Microsystems Press, FT Press, Wharton School Publishing, Apress, Manning, New Riders, Apple Certified, Course Technology, Splash Media and dozens more.

About Safari Books Online for the government sector

Safari Books Online's Government Division assists Federal, State and local government personnel with the acquisition and management of Safari accounts. In addition, for the convenience of government customers, Safari Books Online offers special pricing for small workgroups through Enterprise-level along with procurement options such as General Services Administration Schedule 76 and Schedule 70 as well as FEDLINK.

For more information about Safari Books Online, please visit us online.

●●▸ **www.safaribooksonline.com**

References

●●> Everything You Wanted to Know About ITIL in Less than One Thousand Words. October 2007
http://www.best-management-practice.com

●●> An Introductory Overview of ITIL V3. 2007
http://www.best-management-practice.com/gempdf/itSMF_An_Introductory_Overview_of_ITIL_V3.pdf

●●> Implementing ITIL Change and Release Management, 2007, IBM Press
http://www.informit.com/store/product.aspx?isbn=0138150419

●●> Implementing ITIL Configuration Management, 2008, IBM Press
http://www.informit.com/store/product.aspx?isbn=0132425939

●●> OnBizTech (Audio Podcast): Implementing ITIL Change and Release Management
Part 2: Operations and Benefits - By Larry Klosterboer, InformIT Network 2009
http://www.informit.com/podcasts/episode.aspx?e=262cdcb3-0529-44ff-a4ae-d951c5789d16

●●> OnBizTech (Audio Pocast): Implementing ITIL Change and Release Management
Part 1: Planning and Implementation - By Larry Klosterboer, InformIT Network 2009
http://www.informit.com/podcasts/channel.aspx?c=ecc603ce-7669-486c-b803-d0915ee0a9cf

●●> OnBizTech (Audio Podcast): Implementing ITIL Configuration Management
Part 1: Planning - By Larry Klosterboer, InformIT Network 2008
http://www.informit.com/podcasts/episode.aspx?e=df9c499c-46c1-4f5d-b29b-228996d75cb9

●●> OnBizTech (Audio Podcast): Implementing ITIL Configuration Management
Part 2: Implementation - By Larry Klosterboer, InformIT Network 2008
http://www.informit.com/podcasts/episode.aspx?e=2db4cc63-9e1c-4f4f-a884-2a4f23330f8e

●●> Service Strategy, 2007, TSO Shops
http://itil.safaribooksonline.com/9780113310456

●●> Service Design, 2007, TSO Shops
http://itil.safaribooksonline.com/9780113310470

●●> Service Transition, 2007, TSO Shops
http://itil.safaribooksonline.com/9780113310487

●●> Service Operation, 2007, TSO Shops
http://itil.safaribooksonline.com/9780113310463

●●> Continual Service Improvement, 2007, TSO Shops
http://itil.safaribooksonline.com/9780113310494