

BEST PRACTICE

Foundations of ITIL®

2011 EDITION



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Foundations of ITIL®

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Foundations of ITIL®

2011 Edition



Colophon

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TRADEMARK NOTICES

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Foreword

ITIL® is the world's leading framework on IT Service Management. Over the years its adoption has been encouraged by the credibility of its independent owners (the UK Government, specifically the Cabinet Office) and the professional contribution of many international experts. It has become the '*lingua franca*' of the IT Service Management world: a means by which practitioners can develop a first-class service using well understood terms and processes.

The *Foundations of ITIL®* book (and its predecessors) was drafted to create a portable reference book that documented the essentials of the framework. Reflecting the needs of many students and newcomers to the field, it captures the essence of ITIL and shows its context within the wider business. Throughout the years this title has followed the development of the ITIL framework and new revisions have accurately communicated to a global audience the benefits of following this approach.

This latest revision reflects the ITIL® 2011 edition. It follows the established 'Lifecycle Approach' and describes the five key stages and the processes within them. As with all previous editions this title has been the quality result not only of an expert author but also of many QA colleagues around the world who have refined and honed the text. Its quality is reflected in the formal license granted to it by APMG, the official accreditation body of ITIL.

As an independent Advisory Board we always encourage the Publisher to develop products that provide real benefit to the market. We always encourage innovation balanced by the traditional elements of quality and usability. We believe that this book will assist you in achieving your ITIL V3 Foundations Qualification and establishing best practices in IT Service Management in your organization.

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The Foundations of ITIL® is one of the very first publishing concepts we had at Van Haren Publishing. In 2002 ITIL was still in its infancy – yet its potential was clear to many in the industry. A concise reference book was in demand and Van Haren Publishing made the effort to create and publish what was one of the first of many such titles in the marketplace. Since that time Van Haren Publishing has revised and updated its basic title to reflect the new editions of ITIL. On visiting clients and customers we will often see these editions (current and old) well-thumbed and sitting on desk tops or on bookshelves.

So we would like to thank and acknowledge all the contributors to this very special product.

Firstly we would like to thank the author Pierre Bernard. Pierre is a dedicated Service Management expert well known and respected throughout the industry. It is always an honour and privilege to work with such a professional writer – and his great sense of humour makes this project even more of a pleasure.

The reviewers to this title took much time and effort to review an extensive piece of work. Their attention to detail was very professional and the resulting text is, we believe, a very high quality offering thanks to their work. So the Publisher would like to express deep thanks to the following:

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1 Introduction

1.1 Background

During the last decade (2001 – present), technological developments such as smartphones, tablets, cloud services, near-field-content, Wi-Fi, and especially social media have had a tremendous effect on the world we live in. With the emergence of extremely powerful hardware, highly versatile software and super-fast networks, organisations worldwide have been able to develop their information-dependent products and services to a greater extent, and to bring them to the market much faster. These, as well as many other socio-economic and political developments, have marked the superimposition of the **information age** upon the industrial age. In the so-called “*information age*”, where everything is connected, the dissemination of data and information has become faster, more dynamic, as well as a worldwide phenomenon.

Quoting one of Bob Dylan’s¹ songs titled “*The Times They Are A-Changin*” is quite appropriate here, as indeed the traditional view and role of the Information Technology organisation (IT) is dramatically altered based on the above. In order to be successful, organisations will need to be as nimble as possible to react to rapidly changing market demands and technologies. First, there is a movement concerning renaming IT to Information Services (IS). Second, cloud computing is becoming both a more viable option and a more common solution. This is a result of organisations realising that technology is not always their core competency and that outsourcing provides them with a more accurate and predictable cost structure.

Organisations should also start considering the significant impact of the arrival in the workplace of extremely technology-savvy employees. These new employees have been using technology basically since birth and have also been not only the early adaptors of mobile technologies but of social media as well. Information is now at their fingertips and they will expect the same in the workplace. In addition to this new generation of employees, organisations need to consider how they will handle the same demands from their existing and potential customers.

There are a lot of books, whitepapers, and articles² regarding the need to breakdown vertical business silos and shift the business model to more horizontal **processes** thus “flattening” the organisation. The authors of these documents are advocating that decision-making powers be increasingly bestowed on the employees. Again, according to these various sources, an important advantage of process-oriented organisations is that processes can be designed to support a **customer-oriented approach**. This has made the alignment between the IT organisation (responsible for supplying information) and the customer (responsible for using these information

1 Bob Dylan – American singer, songwriter, musician (1941 –)

2 See References section for some examples

systems in their business) increasingly significant. This is usually known as **Business-IT Alignment (BITA)**.

It is against this background that the world of IT Service Management (ITSM) has arisen and gained in popularity.

The above authors are not wrong, nor are they lacking vision; on the contrary. As organisations gained more experience with the **process-oriented approach** of IT service management, it became clear that these processes must be managed coherently. Moreover, it became obvious that the introduction of a process-oriented work method meant a big change for the primarily line and project-oriented organisations. Culture and change management are crucial elements for a successful organisational design. Change management here refers to business change, as well as changes in attitudes, aptitudes, behaviours, and the adoption of frameworks and methodologies adapted to suit the organisational needs.

The truth is that organisations have always used processes and IT is no different. However, one must acknowledge that processes are often conducted in isolation by a few individuals or groups. Processes are often neither shared nor documented. One of the causes for the above is that many people believe that “knowledge is power³”.

Another important lesson learned is that the IT organisation must not lose itself in a process culture. Just like the one-sided project-oriented organisation, a one-sided process-oriented organisation is not the optimum type of business. Balance is, as always, the magic word. In addition, it has become clear that the customer-oriented approach requires that an **end-to-end** and **user-centric** approach must be followed: it is of no help to the user to know that “the server was still in operation” if the information system is not available at the user’s workplace. IT services must be viewed in a larger context. The need for the recognition of the **Service Lifecycle**, and the management of IT services in light of that lifecycle, has become a concern.

Due to the fast growing dependency of business upon information, the quality of information services in companies is being increasingly subjected to stricter **internal and external requirements**. The role of **standards** is becoming more and more important, and **frameworks** of “best practices” help with the development of a management system to meet these requirements. Organisations that are not in control of their processes will not be able to realise great results on the level of the Service Lifecycle and the end-to-end-management of those services. Organisations that do not have their internal organisation in order will also not achieve great results. For these reasons, all these aspects are handled alongside each other in the course of this book.

3 Attributed to Sir Frances Bacon (Viscount of St Alban) 1561 – 1626

1.2 Why this book

This book offers detailed information for those who are responsible for strategic information issues, as well as for the (much larger) group who are responsible for setting up and executing the delivery of the information services. This is supported by both the description of the Service Lifecycle, as documented in ITIL (2007 and 2011 editions), and by the description of the processes and functions that are associated with it. The ITIL core books are very extensive, and can be used for a thorough study of contemporary best practices. This Foundations book provides the reader with an easy-to-read comprehensive introduction to the broad library of ITIL core books, to support the understanding and the further distribution of ITIL as an industry framework. Once this understanding of the structure of ITIL has been gained, the reader can use the core books for a more detailed understanding and guidance for their daily practice.

1.3 Organisations

Several organisations are involved in the maintenance of ITIL as a description of the “best practice” in the IT service management field.

The Cabinet Office

ITIL was initially developed by CCTA, a UK Government Organisation, to help UK Government organisations develop capability, improve efficiency and deploy best practice for IT Service Management. ITIL is now owned by the Cabinet Office, part of the UK Government. The UK Government has made significant investments in developing and maintaining this portfolio of guidance. The Cabinet Office also develops and owns best practice products for portfolio, programme, project, and risk management.

itSMF

The target group for this publication is anyone who is involved or interested in IT service management. A professional organisation, working on the development of the IT service management field, has been created especially for this target group.

In 1991 the Information Technology Service Management Forum (itSMF), originally known as the Information Technology Infrastructure Management Forum (ITIMF), was set up as a UK association. In 1994, a sister association was established in the Netherlands, following the UK example.

Since then, independent itSMF organisations have been set up in more than forty countries, spread across the globe, and the number of “chapters” continues to grow. All itSMF organisations operate under the umbrella organisation, itSMF International (itSMF-I).

The itSMF is aimed at the entire professional area of IT service management. It promotes the exchange of information and experiences that IT organisations can use to improve their service provision. The itSMF is also involved in the use and quality of the various standards and methods that are important in the field. One of these standards is ITIL. The itSMF-I organisation has an agreement with the Cabinet Office and the APM Group on the promotion of the use of ITIL.

The **IT Service Management Forum (itSMF)** is a global, independent, internationally recognised not-for-profit organisation dedicated to IT Service Management. The itSMF is wholly owned and principally run by its membership. It consists of a growing number of national chapters, each with a large degree of autonomy, but adhering to a common code of conduct. The itSMF is a major influence on, and contributor to, industry best practices and standards worldwide, working in partnership with a wide international range of governmental and standards bodies.

itSMF International is the controlling body of the itSMF national chapters and sets policies and provides direction for furthering the overall objectives of itSMF, for the adoption of IT Service Management (ITSM) best practice and for ensuring adherence to itSMF policies and standards.

APM Group

In 2006, OGC contracted the management of ITIL rights, the certification of ITIL exams and accreditation of training organisations to the APM Group (APMG), a commercial organisation. APMG defines the certification and accreditation for the ITIL exams, and published the new certification system (see 2.1: ITIL exams).

Examination institutes

The Dutch Examen Instituut voor Informatica (EXIN) and the English Information Systems Examination Board (ISEB, part of the BCS: the British Computer Society) cooperated in the development and provision of certification for IT service management. For many years they were the only bodies that provided ITIL exams. With the contracting of APMG by OGC in 2006, the responsibility for ITIL exams is now with APMG. To support the world-wide delivery of these ITIL exams, APMG has accredited a number of examination institutes: APMG-International, BCS-ISEB CERT-IT, CSME, DANSK IT, DF Certifiering AB, EXIN, , LCS (Loyalist Certification Services), PEOPLECERT Group and TÜV SÜD Akademie. See www.itil-officialsite.com for the most recent information.

1.4 Differences from previous editions

The “*Foundations of ITIL®*” book has played a key role in the distribution of ideas on IT service management and ITIL for years. The title has been translated into thirteen languages and is recognised as the most practical introduction to the leading “best practices” in this field. Earlier editions of the Foundations book focused on the content of three books from the ITIL series (version 2): Service Support, Service