

# The ITIL® Story

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## The Story ITIL®

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## 1. ITIL® Defined

The Information Technology Infrastructure Library (ITIL®) is a set of books developed by the United Kingdom's Office Of Government Commerce (OGC). The books describe an integrated, process based, best practice framework for managing IT infrastructure services. To date, these books are the only comprehensive, non-proprietary, publicly available guidance for IT Service Management.

ITIL® was conceived in the late 1980's. It was initiated to improve IT Service Management at the UK central government and is relevant to all organisations; public or private sector, large or small, centralized or distributed. Beginning in 1999, the entire ITIL® was revamped to its present iteration.

Today, ITIL® represents more than books alone. It has generated an entire industry that includes:

- Training
- Certification
- Consultancy
- Software Tools
- A Trade Association (*itSMF*)

## 2. Non-Proprietary

The OGC did not write the entire library. They approached many different organisations -- including the principals of The Centre For IT Service Management Pte. Ltd. -- for assistance. Editorial boards consisting of industry experts determined the scope of the books. The books were written by a consortium of representatives from leading organisations and quality audits were done by international group of reviewers. The OGC performed an editorial function and examined processes presented in the books. They ensured the processes matched any requirements from the ISO 9000:2000 quality system to ensure ITIL® supported the ISO and British Standard quality standards.

As a result, the books are:

1. Non-proprietary because the business driven results realized is not based on a single person or single organisation's view of a particular process.
2. Best practice because the books represent the experience of many IT professionals.
3. Written to quality standards because OGC ensured processes met with ISO9001:2000 requirements. It is the basis for the BS15000 IT Service Management Specifications & Code of Practice, and designed to meet the Information Security Management Standards BS7799 (ISO/IEC 17799).
4. Public domain because they are a Crown Copyright of the OGC.

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### 3. Concepts Behind The Library

IT services are usually, but not in every case, provided by an internal department (known as the IT organisation) and consists of an IT Infrastructure. The IT infrastructure is a term used to describe hardware, software, procedures, computer-related communications, documentation and the human skills required to support IT services. These components and their use must be managed -- hence the term IT infrastructure management. Overall, IT services and management of the IT infrastructure is referred to by ITIL® as *IT Service Management*. However, the terms *IT Service Delivery* and *IT System Management* are also commonly used in the industry to describe this function giving rise to confusion. ITIL® offers an industry best practice framework and common language.

### 4. Library Coverage

The first set of ITIL® books were completed in 1995. They cover *functions* of IT Service Management and provide cross-references to other books. Each book can be read and functions applied to organisations, in isolation. However, more benefit is derived from viewing IT Service Management as an inter-related set of functions. In fact, the value obtained from the whole library is greater than the value of the individual books.

Following completion of the first books, OGC initiated further guidance, complementary to the comprehensive *function descriptive* books. These titles expanded the coverage of the library and offered guidance for applying the ideas from the first set in specific environments.

### 5. Books In The Library

A Seven-volume compendium set of books layout the entire set of best practices and disciplines needed to effectively and efficiently manage IT service provision, IT infrastructure and the supporting environmental infrastructure. These books are briefly described below:

#### **IT Service Delivery and IT Service Support**

Two books -- *Service Support* and *Service Delivery* -- describe key processes IT organisations must have in place to provide quality IT services for its customers. *Service Support* reviews a function and the operational processes. *Service Delivery* reviews the tactical processes. These books are described in more detail here:

#### **Service Support**

This book describes the related components that provide stability and flexibility for IT services. It deals with identifying and recording IT configuration items, incidents, problems and changes. It covers the following function and processes:

- **Service Desk (Function)**

Service Desk is not a process but a function. The Service Desk's objective is to provide a central point of contact between users and the IT service organisation. The book provides guidance about creating and operating a Service Desk to provide an efficient channel of communication between

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the user community and the IT provider.

- **Incident Management**

The Incident Management process aims to restore normal service operation as quickly as possible and minimize the adverse impact on business operations. This ensures that the best possible levels of service quality and availability are maintained.

- **Problem Management**

The process of Problem Management diagnoses the underlying cause of the incidents identified by the Service Desk. It arranges for correcting errors in the IT infrastructure and performs proactive problem prevention.

- **Change Management**

The Change Management process ensures that standardized methods and procedures are used for efficient and prompt handling of all changes. This minimizes the impact of change related incidents on service quality. Consequently, change management aims to improve the day-to-day operation of the organisation.

- **Release Management**

Good resource planning and management are essential to package and distribute a release successfully to the customer. Release Management takes a holistic view of an IT service change and ensures that all aspects of a release -- both technical and non-technical -- are considered together.

- **Configuration Management**

Configuration Management provides a logical model of the infrastructure or a service by identifying, controlling, maintaining and verifying the Configuration Items in existence.

### Service Delivery

This book describes the processes necessary to deliver quality, cost effective IT services. It includes the following processes:

- **Availability Management**

Availability Management's goal is to optimize IT infrastructure capability, its services and the supporting organisation. This results in a cost effective, sustained level of service availability that enables the business to meet its objectives.

- **Capacity Management**

Capacity Management enables an organisation to manage resources in times of crisis and predict the need for additional capacity in advance. It describes the procedures necessary for planning, implementing and running this process.

- **IT Service Continuity Management**

IT Service Continuity Management describes managing an organisation's ability to continue providing a pre-determined level of IT service following an interruption to the business. This may range from an application or system failure, to a complete loss of the business premises.

- **Service Level Management**

Service Level Management's goal is to maintain and improve IT service quality. This occurs

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through a constant cycle of agreeing, monitoring and reporting IT service achievements. Service Level Management also instigates actions to eradicate poor service. It allows a stronger relationship to develop between IT and its customers.

- **Financial Management For IT Services**

Financial Management is the sound stewardship of the organisation's monetary resources. It supports the enterprise in planning and executing its business objectives. Within an IT organisation this process is visible in three main areas: Budgeting, IT accounting and charging.

### **Other ITIL® Books**

The other books provide essential guidance on the tasks and skills necessary to bring core functions into effective operation. Some of the publications relate to the adoption of ITIL® practices within particular environments.

### **Planning to Implement Service Management**

This volume provides a discussion of the key issues to be considered when planning for the implementation of IT Service Management. This book explains the steps required to implement or improve IT service provision. It covers the explanation of the steps necessary to identify how an organisation might expect to benefit from ITIL®, and how to set about reaping those benefits.

### **Security Management**

Information is one of the most important assets for business and a threat to that information or to the processing thereof, directly endangers the results of the organisation. This book explains how to organize and maintain the management of security of the IT Infrastructure, from the IT manager's point of view. This is a recent ITIL® guide that explains the process of security management with IT service management. The guide focuses on the process of implementing security requirements identified in the IT Service Level Agreement, rather than considering business issues of security policy. The book was developed taking into consideration the plans for consolidating and inter-linking the ITIL® Service Support and Service Delivery core guides.

### **The Business Perspective**

This volume guides business users through the planning, delivery and management of quality IT services. Issues covered include business relationship management, partnerships and outsourcing, continuous improvement, exploitation of information, communication, and technology (ICT) for business advantage. Other topics explored include understanding and provision of IT service provision and relates them to business continuity management and surviving change and transformation of business practices through radical change.

### **ICT Infrastructure Management**

This publication covers Network Service Management, Operations Management, Management of Local Processors, Computer Installation and Acceptance, and for the first time, Systems Management.

### **Application Management**

This publication guides business users through embracing the Software Development Lifecycle, expanding the issues touched on in Software Lifecycle Support and Testing of IT Services. Applications Management also provides more detail on Business Change with emphasis being placed on clear requirement definition and implementation of solutions to meet business users' and needs.

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These books are set within a context of a total life-cycle management approach to managing the computing infrastructure, its resources, its people and its organisation. For a more detail introduction to ITIL®, you can download our whitepaper: CISM – Introducing ITIL®.pdf from our website at <http://www.cism.com.sg>

## 6. The ITIL® Philosophy

ITIL®'s existence triggered the growth of a healthy industry. The industry grew from the OGC's realisation that supporting products need to be available to facilitate the adoption of the ITIL® functions and from OGC's work with the Information Systems Examination Board (ISEB) in 1990 to develop the first certifications based on ITIL®. With the exception of examinations -- where it was felt that a non-proprietary approach was important for credibility and wide acceptability -- the private sector was encouraged to develop supporting products in a commercial and competitive environment. Supporting products include:

- Software Tools
- Books
- Training
- Consultancy
- *itSMF*

Customers are provided with a range and selection of competing commercial products. Nonetheless, the fact that the books and examinations are non-proprietary permits the commercial products surrounding it to flourish. ITIL®'s independence remains its major strength.

## 7. Certification

Three organisations offer formal certification, using ITIL® as their syllabus. These organisations are:

**Examination Institute For Information Science (EXIN)**, based in the Netherlands, providing examinations in the UK, throughout Europe and the rest of the world, in different languages.

**Information Systems Examination Board (ISEB)**, operates mainly in the UK and British Commonwealth in English but also has a growing internet offering to the international arena.

**Loyalist College Of Applied Arts And Technology** operates in Belleville, Ontario, Canada. It organizes EXIN's paper-based ITIL® exams in the United States and Canada and provides independent proctoring and administrative services.

### **Thompson-Prometric**

Both ISEB and EXIN provide limited certification exams worldwide by utilizing the Accredited Examination Centres of Thompson-Prometric. A large and growing number of countries are now able to offer the Foundation and Practitioner exams in major commercial centres across the world.

Both ISEB and EXIN are non-proprietary and non-profit organizations. They prepare and administer examinations but do not deliver training themselves. They work closely on ITIL® exams, believing that

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a single broad approach, adapted to take account of differing local conditions, is best. As a result, all two bodies use and issue the same examination papers.

Training organizations are accredited by the examination bodies to deliver approved courses and examination centres are accredited to provide objective proctoring of the exams leading to internationally recognized certification of individuals. The Centre For IT Service Management Pte. Ltd. is one such accredited training organisation.

EXIN, ISEB and Loyalist provide three types of certificates. They are:

### **Foundation Certificate In IT Service Management**

This certifies that the holder has a basic understanding of the ITIL® principles: the terminology, the Service Desk function, the 10 core processes and their relationships and interfaces with other processes and the business. This certificate is awarded after exam participants achieve a passing grade of 65% on a multiple-choice examination.

### **Practitioner Certificate In IT Service Management**

A practitioner certificate is available for each process. It identifies that the holder has an in-depth knowledge of the applicable ITIL® process and is capable of managing and implementing that process in an organisation. The prerequisite is three to four years of line management experience in IT plus the *Foundation Certificate In IT Service Management*. This certificate is awarded after exam participants achieve a passing grade of 65% on a multiple-choice examination.

### **Manager's Certificate In IT Service Management**

This certifies that the holder has an overall management view of the Service Desk, the 10 core disciplines of IT Service Management and their interrelationships and interfaces. It also identifies that the holder is capable of overseeing and managing an entire IT Service Management department either in the implementation stages or in a standing organisation. The prerequisite is three to four years of management and/or consulting experience plus the *Foundation Certificate In IT Service Management*. This certificate is awarded after participants meet the following criteria:

- Receive a passing grade of 50% on a management skills assessment.
- Receive a passing grade of 50% on the Service Support examination and a passing grade of 50% on the Service Delivery examination.

All examinations are designed to be taken following an approved training course. The examinations are held regularly, in several countries and languages around the world.

## 8. Who Should Read The IT Infrastructure Library

ITIL® is primarily targeted at people responsible for managing the delivery of quality IT services. However, all staff delivering IT services will find the books useful. The books help them gain an understanding of the context of their work.

IT Directors need to be aware of the books and the subjects they cover to ensure that appropriate staff within their organisations are aware of the detail. To assist when determining who should read the books, refer to the introduction where the target audience is identified.

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The books are of importance to business staff -- both managers and day-to-day customers or end-users -- involved in building good relationships with their IT service providers. Software developers, maintainers and testers need to be aware of IT Service Management requirements so that they can understand their relationship with IT service managers and ensure that requirements are incorporated into new and revised products and services from the outset.

The guidance is useful to any size of organisation, in both the public and private sectors. The books intentionally describe functions and staff roles rather than work groups and job titles, so that the guidance can be applied to organisations of various sizes.

Overall, the books are relevant to any organisation that depends on IT infrastructure services.

## 9. Benefits Of Using The ITIL® Framework

### Benefits

ITIL® offers a systematic, professional approach to the management of IT service provision. Adopting its guidance can provide benefits such as:

- Increasing customer satisfaction with IT services
- Reducing the risk of not meeting business requirements for IT services
- Reducing costs when developing procedures and practices within an organisation
- Better communication and information flows between IT staff and customers
- Standards and guidance for IT staff
- Greater productivity and better use of skills and experience
- A quality approach to IT services

There are also benefits to the customer of IT services, such as:

- Reassurance that IT services are provided in accordance with documented procedures and are auditable
- The ability to depend upon IT services, enabling the customer to meet business objectives
- The identification of contact points for enquiries or discussions about changing requirements
- The knowledge that information is produced to justify charges for IT services and to provide feedback from monitoring of service level agreements.

ITIL® emphasizes the importance of providing IT services to satisfy business needs in a cost effective manner. Many IT organisations are attempting to become more customer oriented to demonstrate their contribution to the business. The library can help IT organisations achieve this.

Organisations are encouraged to adapt the guidance to suit their needs. They are however, cautioned against omitting activities without due consideration, since IT Service Management is a set of integrated and coordinated functions. Organisations are likely to gain most benefit -- in the longer term -- from implementing all of the functions rather than some discrete functions.

Equally important, joining the ITIL® *club* admits an organisation to a consistent and comprehensive approach to service management ranging from software products to consultancy, training and qualifications. The common approach brings with it a common language of ITIL® terms, which permits better communication between IT and suppliers.

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### 10. Frequently Asked Questions

**Q. Are the books available in electronic format?**

**A.** Yes. The books are available on CD ROM and are readily available. Books can be purchased from *itSMF* at [www.itsmf.com](http://www.itsmf.com) and from ITIL® Books, specialized on-line booksellers at [www.ITIL@books.com](http://www.ITIL@books.com). Books are also available from the TSO at [www.clicktso.com](http://www.clicktso.com), [www.formatpublishing.co.uk](http://www.formatpublishing.co.uk) and [www.amazon.com](http://www.amazon.com).

**Q. What is the difference between ITIL® and ISO9000?**

**A.** ISO 9000 is a Quality Assurance process that essentially asks, you demonstrate that you have documented statements of what you do and requires evidence of such practice. Whereas ITIL® describes and defines what you should be doing in the first place to achieve the ISO9000 quality achievements. Interestingly, ITIL® is poised to become an ISO standard by 2005. Currently, the British Standards Institute (BSI) has been published and submitted the BS15000 as the Industry Standard for IT Service Management. BS 15000 is based completely on ITIL®.

**Q. Is the information in some of the older ITIL® titles still relevant today with all the changes in technology?**

**A.** ITIL® best practices are constantly being updated. This is done to ensure that the advice is consistent with the basic ITIL® process model and to take into account changes in technology and business practice. However, the best practice message in the *older* books is as valid today as when they were written but dated in their examples.

**Q. Does ITIL® work in an e-business environment?**

**A.** Absolutely. The processes to provide an e-business application are no different to any other application. In fact, numerous organizations use the ITIL® framework to increase stability in their IT infrastructure to keep e-business operating smoothly.

**Q. Can the courses leading to certification be delivered onsite?**

**A.** Absolutely. In addition to The Centre For IT Service Management's public course schedule, the organization also offers courses delivered on site. This can lead to significant savings in your training budget and the courses can be tailored to your needs.

**Q. Why are there four examining boards?**

**A.** There are only two Examining bodies. ISEB and EXIN. ISEB offers ITIL® examinations primarily to the UK and Commonwealth countries, but this is changing. EXIN -- based in the Netherlands -- offers examinations to the world in different languages. Loyalist College of Arts and Technology, in Belleville, Ontario, Canada is an EXIN partner organizing EXIN's paper-based ITIL® exams in the United States and Canada and provides independent proctoring and administrative services; while Thompson-Prometric provide a network of Accredited Examination Centres across the world where exams for the Foundation and Practitioner certification can be taken from both ISEB and/or EXIN. The certifications from ISEB or EXIN are identical.

## The Centre For IT Service Management Services Portfolio Brief

The Centre For IT Service Management Pte. Ltd. is a respected IT Service Management provider with more than 150 years of combined experience on staff. The company specializes in IT Service Management utilizing the principles of the Information Technology Infrastructure Library (ITIL®). We provide a wide range of training, education, assessments, and consulting products and services to help you improve the efficiency and effectiveness of your IT enterprise operations.

The principals of The Centre For IT Service Management were intimately involved with the publication of the ITIL® in most recent iteration and the recent ITSMF publication. Specifically, we did quality assurance for the content of the Service Delivery volume: ISBN0-11-330017-4, and the "IT Service Management, an introduction": ISBN 90 806713-63

We bring unbiased professionalism to the IT Service Management industry. We are not affiliated with any particular hardware and/or software vendor and have no need or desire to sell-in particular vendor solutions. The Centre For IT Service Management takes its knowledge of ITIL® and IT Best Practices and works with you in any or all of the following areas:

### **Certification Training & Education Services**

The Centre For IT Service Management is your only indigenous ITIL® training provider accredited by Examination Institute for Information Science (EXIN) and the Information Systems Examinations Board (ISEB) in the region. The Centre For IT Service Management is accredited on all three certification levels (Foundation, Practitioner and Service Manager).

The Centre For IT Service Management, along with the ITIL® professional certification training, provides specialized education for technical colleges, universities and leading educational institutions. We have trained professionals who can provide you with guided programs to raise the level of proficiency, professionalism and effectiveness within your organization, your student body or your continuing education community. We can customize education and training to meet your Customer Service and IT Service Management needs at any budget level.

### **Assessment Services**

The Centre For IT Service Management has developed a number of clearly defined maturity assessment methods based on ITIL® and other Industry Standards, such as the BS15000, ISO9000, BS 7799, ISO/IEC 17799, COBIT, SPICE, CMM, Six Sigma, Malcolm Balridge and EFQM which allows us to perform qualitative and quantitative assessments - both internally and externally - on the maturity of the services provided by infrastructure operations of your IS/IT organization or its suppliers. Following an assessment, our professional Associates will provide you with unbiased recommendations and guidance on possible transitional and transformation steps.

### **Quality Management Systems Readiness Development**

The Centre For IT Service Management provides services to lead and manage the assessment and development of a Quality Management System for your IT Operations and works in collaboration with you to ensure readiness for an objective ISO 9001:2000 Certification audit. We will collaborate with you every step of the way to your certification.

### **Consulting**

The Centre For IT Service Management provides services to lead and manage ITIL® implementation and transitions and works with you to ensure your organizational change projects yields expected results. We are affiliated with some of Asia's largest IS/IT integrators and have the most experienced professionals in the industry to ensure that your investment dollars are wisely directed where the greatest benefit to the business can be realized. We speak the language of senior management; we can help to plan at the strategic level, design at the tactical level and get our hands dirty working with you to implement at the operational level.

**For more details on any of our service offerings, contact our Singapore Head Office: (65) 6829-7031 or email us at [info@cism.com.sg](mailto:info@cism.com.sg) or Visit us at <http://www.cism.com.sg>**