by HDI SAB
Task Force – members:

Laurie Gloge
Brian Johnson
Robert Minicozzi
Jim Ryan
Sandra Simpson
Ron Muns

Implementation Regarding ITIL® Version 3.0

This is an excerpt from the white paper, Implementation Regarding ITIL® Version 3.0 *which can be downloaded by HDI members in its entirety from the HDI Web site.* **www.ThinkHDI.com**

A number of organizations have begun IT process improvement projects using the Information Technology Infrastructure Library (ITIL) framework. A taskforce of the HDI® Strategic Advisory Board was created to provide guidance to HDI members who are in the midst of, or are considering, IT process improvement project implementations based upon ITIL, and are asking questions about what these changes mean, and specifically how it impacts their current and future implementation plans.

The current version of ITIL is 2.0. It has been in circulation for approximately six years and is being updated under the guidance of the U.K. Office of Government Commerce (OGC). The updated or refreshed version of ITIL has been designated 3.0 and will maintain the basics of ITIL version 2.0 while expanding the current scope of ITIL. Five core books were authored by ten authors from IT service management vendor and ITSM consultancy organizations, and one from Carnegie Mellon University.

We believe that IT organizations should continue IT process improvement programs based upon the current version of ITIL version 2.0 as well as continue with training based on ITIL version 2.0.

Most of our members surveyed were in the beginning stages of process adoption, mostly in the area of change management, incident and problem management, and service desk.

We believe ITIL 2.0 provides guidance and has been well adopted. We don't expect ITIL version 3.0 will bring about any changes that would impact process initiatives.

We believe that the changes to ITIL will open the doors to competitive guidance books. We believe more vendors will introduce their branded ITIL solutions based on their involvement in the authoring of ITIL version 3.0.

The principles of IT service management will continue to remain the same with very few visible changes over the next two years. Market acceptance will dictate the availability of ITIL version 3.0 books.

Multiple versions and the potential proliferation of proprietary vendor offerings will create confusion and illustrate a need for governance. This will create some political tension amongst the vendor community and communities like the IT Service Management forum, our own HDI community, and others who are dependent on vendors as partners.

While it is a risk that ITIL as we know it will perish, it is in the best interest of vendors and key industry members who have invested in ITIL as a standard, to maintain an industry accepted practice. As such, expect the practice of IT service management to remain the same. Adoption rates will not increase because of new material provided with the ITIL version 3.0 release, but in response to demand and acceptance of new business practices.

Scope and Approach

As part of our research, ITIL version 3.0 authors were interviewed and were reluctant to candidly share details about the project or content of the ITIL version 3.0 books for both professional and statutory reasons—non-disclosure agreements. So, the team shifted focus and instead interviewed a sampling of key stakeholders involved or impacted by the ITIL version 3.0 release and reviewed the literature published by the OGC and others. Individuals were interviewed and documents were reviewed representing plans and decisions from the following organizations:

- EXIN and BCS (ISEB)—these are the two examination bodies located in the Netherlands and the UK respectively that for the last several years had responsibility for certifying individuals and trainers/training organizations/materials for the OGC on ITIL version 2.0. Recently rights to do similar certifications for ITIL version 3.0 were granted.

- Office of Government Commerce (OGC) UK government body that owns the ITIL materials.

- The Stationery Office (TSO), a private UK company and official publisher of ITIL books.

- Van Haren Publishing, global publisher of ITSM books and ITIL related materials.

- itSMF board members.

- ITPreneurs—leading provider of Web-based ITIL training.

- APM Group, a private UK company with the license from the OGC to manage individual certification programs for ITIL and to certify trainers/training organizations/training materials.

Findings

ITIL Version 3.0 and changes from ITIL Version 2.0
It has been difficult to get specific information as to what will be included in ITIL version 3.0 as the authors have all been required to sign non-disclosure agreements. However, our research has produced some general details that are provided below.

Facts and Information

1. The new ITIL version 3.0 books begin with what is being called "Core Guidance."* This consists of five volumes of best practice guidance that follow service management, cradle-to grave life stages.

The Core books:

a) **Service Strategy (SS)**—A business and IT alignment-focused view of ITIL that encompasses the vision and value of service management practice. This publication rests at the center of the companion process elements that follow the stages in the life of service management. It brings the business focus into view in the service life-cycle stages as the genesis of understanding business vision and value, and the enabling role IT services play. The publication should enable the reader to plan properly for implementing IT service management practices that are tied to business needs, and to establish a structure for a new service and existing services that is aligned with ITIL service management principles.

b) **Service Design (SD)**—This publication provides guidance on the production and maintenance of IT processes, policies, architectures, and documents for the design of appropriate and innovative IT infrastructure services, solutions, and processes to meet current and future agreed business requirements.

c) **Service Transition (ST)**—This publication provides guidance and process activities for the transition of services into the business environment. It focuses on the broader long-term change management role and release practices to consider risks, benefits, delivery mechanisms, and the ease of ongoing operations of services.

25

d) Service Operation (SO)—This publication focuses on delivery and control process activities to achieve a desired steady state of managing services on a day-to-day basis. The familiar control points of the former Service Support and Service Delivery processes from the current version of ITIL will form a major part of this volume.

e) Continuous Service Improvement (CSI)—ITIL has historically promoted the need for service providers to achieve not only consistent, repeatable process activities to demonstrate service quality, but also to look for improvements as part of service quality. This publication will focus on the process elements involved in identifying and introducing service management improvements and issues dealing with service retirement.

2. ITIL version 3.0 will contain the following three components:**

⚙ The "Core" component, as mentioned earlier, has five books covering the lifecycle of IT services from business need to service optimization and subsumes virtually the entirety of the current Service Support and Service Delivery content.

⚙ The "Complementary" component includes specific content targeting particular situations, industries, and environments. The Complementary component will change as required, perhaps annually or quarterly.

⚙ The "Web" component provides a dynamic resource for commonly needed and topical materials, such as process maps, definitions, templates, business cases, and case studies.

3. The processes defined in ITIL version 2.0 are carried over to version 3.0. The *ITIL Refresh News*, 1st Edition, Autumn 2006 states clearly that, "Every title in the current ITIL Library has been reviewed and decisions made about the content that needs to be brought forward to ITIL version 3.0. We know that much of the current ITIL Library is still in use, relevant, and valuable for sustaining progress in global adoptions of ITIL-based IT service management. The ITIL you use today will still be part of version 3.0 tomorrow and go forward with your ITSM practices."

4. After several scheduling slippages, ITIL version 3.0 is scheduled for publication in spring 2007. As of this writing, the expected release of the new books is May 2007.

5. Each of the five books in version 3.0 is contracted to different vendor organizations (Accenture, Carnegie Mellon University, ConnectSphere, Guillemot Rock, Hewlett Packard, and Pink Elephant). Each book has two individuals designated as authors.

Observations

1. Books have been written by a limited number of authors, many of whom are vendors. This means that the perspective could be based on a vendor point of view. In ITIL version 2.0, a large circle of authors was employed, including practitioners, to at least provide a more open industry framework. Vendors who bid to be authors and were not selected may be hesitant to follow the work of their competitors. This could have a negative effect on the ability to maintain an open framework. The good news is that ITIL concepts are based on a set of common practices which are not likely to change with a new brand. Expect to see vendor specific offerings with vendor specific brands, which will be based on the same concepts.

2. We have been informed that the total number of pages in the five new books is approximately 2,000. Because of the amount of the content and the lack of time (two or three weeks) for industry review, we are concerned that adequate input may not be obtainable given time constraints. Again, this has a negative effect on maintaining the spirit of best practices built by an open community. Expect to see some continuity issues in writing style and flow between various books.

3. The apparent scope expansion includes operations guidance for areas to IT services that have significantly large bodies of knowledge related to best practices and were previously outside of the scope of ITIL version 2.0. To adequately cover all areas of IT operations is an extremely large scope expansion for material that already exists elsewhere.

4. The official position from the OGC is that all ITIL version 2.0 certifications will remain valid. Such certifications cannot imply knowledge of the additional scope areas covered by ITIL version 3.0. We would expect that the two certifications will be viewed and valued differently causing confusion in the IT population.

5. Mentors and reviewers of the books were not given access to the other books; they only had access to their own specific content. This made it difficult to do a proper review. As the structure of the books was changed, it was impossible to know if content was missing because it was in one of the other books or if it was just missing. In addition, with no one entity reviewing all the information there is the potential of an inconsistent flow for the books.

6. The price of the ITIL version 3.0 books will be US$170 each or US$600 (£85 each or £299) for the set of five books. The OGC has indicated "… we won't continue to support both versions. Version 3.0 includes all version 2.0 processes with more guidance on HOW to do it." Thus, those wishing to stay current will be required to buy the new set. We predict that ITIL

version 2.0 books will remain in circulation until quality assurance issues, training and certification issues, etc. are resolved. That will likely happen over the next two year period, but of course cannot be guaranteed.

7. When we asked Alan Nance and Abbey Wiltse of ITpreneurs, "ITIL support technology is still not able to support ITIL version 2.0 end-to-end, so what do you feel will be the major impact on ITIL support technology with the introduction of ITIL version 3.0? Will organizations be faced with returning to manual solutions until the technology catches up?" They responded: "Actually, we predict an increasing disconnect between what the vendors are offering in regards to technology solutions versus the reality of the ITIL standards lifecycle. We feel that the vendors are going to out-drive the ITIL standard in the near future." This means that technology solutions may drive many service improvements making service improvement initiatives appear more like systems implementations. The danger in this is losing focus on process goals and becoming more reliant on vendor solutions.

You can see all of the findings and observations in the HDI white paper located on the HDI Web site.

HDI members, view a webinar regarding ITIL version 3.0 implementation featuring Ron Muns, HDI founder and CEO, and Brian Johnson, ITIL Expert. Ron and Brian will help you answer the following questions:

* *Should IT organizations continue or wait on process improvement programs based on ITIL?*

* *Should you wait on attending ITIL based training until the version 3.0 path is better known?*

* *Should IT organizations wait to build new processes based upon ITIL version 3.0 process frameworks?*

* *How different will ITIL version 3.0 be from ITIL 2.0?*

---

* ITIL Refresh: Scope and development plan, Office of Government Commerce (OGC), June 2006 URL: http://www.itil.co.uk/scope_web.pdf retrieved February 1, 2007.

** ITIL Version 3.0-What It Means to You, Hank Marquis, Global Knowledge Training, LLC, 2006, p. 4-5, Retrieved: February 2, 2007, URL: http://images globalknowledge.com/wwwimages/whitepaperpdf/WP_ITILv3.pdf.

Visit the SPIN section of the HDI Web site to view the webinar.
www.ThinkHDI.com/SPIN