

From ITSM Academy's Webinar on February 14, 2008. Presenter was Gerri Sasso.

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HISTORY & ALIGNMENT

Is there ever an implementation where ITIL version 2 would be recommended?

In many ways, it really doesn't matter whether you're doing V2 or V3. You're either improving your processes or improving your services. You really should be thinking, "How can I improve this service? How can I improve availability management, incident management, increase amount of info in my knowledge base, etc." If you are just starting out with ITIL, stick to a V3 implementation, if you far down the V2 path you may want to stick with your V2 process improvement strategy. Just make sure while you are improving your services please continue your process improvement plan also and when you are ready, you can focus on the service lifecycle.

What is the difference between V2 and V3?

V3 is very focused on a Project Management Office type program for implementing a new service, from conception through operations and then improving your service. V3 brings in new processes, e.g. request fulfillment and event management. In V2, these two processes, request and event, are rolled up into incident management.

CONCEPTS & TERMS

Do you think the initial first step to Configuration is to build an asset foundation? No, I do not believe this is the first step. With configuration, you need to decide for your company – what is the best implementation strategy? For example, should I collect config data on my critical services, or on my most fragile architecture, or perhaps if I am beginning a new service maybe I would start config with this service. You need to decide which path brings you the most business value.

Which of the ITIL processes is most difficult to implement?

Configuration Management. Tough to implement. Very, very time consuming. You need to make sure your config data is meaningful and is being used as a sound basis for making decisions. This process implementation may take the longest amount of time to implement correctly. In my last config implementation, I started collecting data in too broad of a scope. This was a big mistake. Looking back I should have had a pilot project and demonstrated the benefits first and then built on from there.

For a non-profit organization w/ less then 200 people and limited funds, what is the best way to begin ITIL implementation? No of us are itSMF members.

Very first thing, sit down and get business and IT in one room and do pain points. Gaps that you have will become very apparent. Then try and get training going, awareness program, and foundation class. Make sure your business stakeholders are kept in the loop on the implementation. Look for quick wins. Don't take too broad a perspective. Look for the things that will make a difference to your customers, and concentrate on those first.

Regarding measurement, what do you recommend for improving the change management process?

Change Management affects your business stakeholders. You need to get the business involved. You have to draw a line in the sand and say, "We're not doing change the way we have been." Establish a CAB. Set up boundaries. For example, this change will not go in unless we have the necessary documentation. Technology definitely helps with change. You must have a way of recoding changes. The Visible Ops framework speaks to 6-month implementation of change, release and configuration management. You have to lock down your changes and your configuration items, get compliance with your processes. This implementation approach will lead to better risk assessment and more successful changes. (This incredibly useful handbook is available for \$20 on www.itsmbookstore.com)

I have a question about communicating expectations to the ongoing efforts of ITSM and process improvements: Senior management often runs out of patience or feels that the initiatives are slow in turning business values in a timely fashion, since the improvements are being carried out in phases. I have first hand experience with this and it becomes difficult to keep everyone on the same page - what are your recommendations on how to handle this? Have you experienced this yourself?

You can't communicate too much. If you think you've communicated enough, you're wrong.

Make sure that every time you're doing an implementation, you have deliverables (5 major, achievable goals for every 3-month plan). Made sure those business goals were on senior management's wish list and were important to the business. Then celebrate the wins you have achieved. At end of year, I did a major presentation outlining accomplishments. Senior management loved it. You have to make sure that what you're achieving is on their radar list.

How does implementing ITIL impact business continuity planning?

Let's talk about implementing a new service in V3. Think about what happens if new service is disrupted? What happens if we have a continuity event? Which services need to be restored in 4 hours, 24 hours, 3 days? What is the impact? While executing the Service Level Management process, you should be asking your customers these tough questions. If there is a fire in the building, a tornado, when do you expect these services back up and available?

I am new to ITIL. How is the future of ITIL in U.S.A in terms of job opportunities?

I just talked about this in my last class. I looked up ITIL® up on a website which specializes in technology jobs. There were 1300 jobs that had ITIL® requirements in them. In 2000 approx. 10-15 jobs had this requirement. I think Service Management is a great field to be in right now.

Should we start with an assessment?

My answer is absolutely yes. I did assessments of all my processes. You need to establish a baseline so you can show your achievements over time. I also believe that you can do your own assessments. You can buy toolkits and/or OGC has its own free V2 process assessments. I had some consulting firms give me a statement of work for assessments, but management would not sign off on it. I would have loved to bring in a consulting group. We were a state agency and did not have the money to bring in a third party firm to do an assessment, but the self-assessment worked out very well. If you have the money, get the external assessment. The firms will assess your processes. If you do an internal assessment, the external assessment will validate this. Management often likes to see this.

Is the *itSMF* free assessment still available?

Yes, the free assessment is still available. You need to logon to the *itSMF* USA website. You do to be a member of *itSMF* USA to get to the self assessment link.

Is there on area in a new implementation to start an ITIL initiative? That is, an area within the service provider's business?

Again, my first suggestion is to bring business and IT together in a room and talk about pain points, talk them out, white board them out. Have someone taking notes and add this to your communication plan. Let me give you two examples. One company had major issues with the support that the IT department was providing. The perception of the service desk was that it was a "helpless" desk. IT did not have any SLA's or OLA's. Therefore no formal communication or escalation paths existed. This department did not know its MTR stats. They needed to concentrate on incident management, and service level management.

The second company had no change management process. Unauthorized change was rampant throughout the organization. This company focused on improving their change and release processes. When your company is coming to the table with a new service, definitely take V3 service lifecycle approach.

If a company doesn't have an effective (or existing) set of Service Design Processes how would you recommend bringing in a new service via the v3 Service Lifecycle approach?

First, you have to look at where you are. Look at lifecycle stages and what deliverables come out of those. Have these mapped out. We do offer an Implementing ITIL® workshop (June, July of this year). It is really a very dynamic class in which we encourage the learners to bring your issues to the table. It's a great way to get started.

What ITIL version do you recommend for improving service support and technology delivery?

I truly believe that from an operational standpoint version 3 is the way to go. Version 3 breaks out event management, access management, incident management and service requests. This is absolutely the way to go. In V2, all these processes are lumped together into Incident Management.

When implementing ITIL processes, what is the best timing for establishing service level agreements with the business, especially if we are also upgrading our help desk and change management tool? Should we establish SLA's as, say, Phase II after completing other ITIL processes first?

In my last implementation effort, I improved my service desk and my Incident management process without having SLA's and OLA's. Looking back, I wish I had my SLA's and OLA's signed off on before my process improvement in IM. However, it took too long to get an agreement on my Service Level Management documents, so I had to start somewhere. My advice is to begin SLM but also start with the help desk and IM. You can always retrofit the agreed upon SLA into your ongoing change process improvement program. Don't get in the situation where you don't do anything before you have SLAs and OLAs. Don't paralyze your process improvement because you're waiting for a deliverable you can't get. You can always bring these in later, once you get sign-off on them.

How do you overcome a member of management that isn't easy to win over?

I had some senior management staff which was not really thrilled with the ITIL® project. I brought in a training company to do a lunch and learn and executive briefing. The presentation was all about the benefits of ITIL. They even worked with me before the meeting to get some metrics. The presentation included my metrics within a Return of Investment worksheet. They actually showed the ROI in our company of an ITIL® implementation. This knocked the socks off of senior management. If you go onto our website these ROI worksheets are available for free.

We can't continue doing what we're doing. We have to get better. Doing what we've been doing just isn't good enough any more.

PUBLICATIONS

There were no Questions re: the publication on this webinar.

COURSES AND CERTIFICATION

There were no Questions re: the publication on this webinar, however, we have left some of the often asked questions as an FAQ:

What's a capability module?

The Capability modules in ITIL® V3 are comparable to the Practitioner courses in ITIL® V2. It is expected the Capability courses will be available later this year.

The ITIL® V3 Capability stream is role-focused and is designed to provide learners a deep level understanding of ITIL® V3 processes and roles. Each module in the Capability stream contains a cluster of processes and is intended to enable learners to apply the practices associated with the relative processes. The service lifecycle is illustrated as part of the curriculum; however, the primary focus is the process activities and their execution and use throughout the service lifecycle.

Capability Modules	Comparable to V2 ITIL® Practitioner
OSA - Operational Support & Analysis	Support and Restore (IPSR)
RCV - Release, Control & Validation	Release and Control (IPRC)
PPO - Planning, Protection and Optimization	Plan and Improve (IPPI)
SOA - Service Offerings & Agreements	Agree and Define (IPAD)

I have recently completed the ITIL Foundation Certifications. I am a Service Desk Manager. Again please explain the track I should take now.

If you hold a V2 Foundation certificate, a good next step for you is to take V2 ITIL® Practitioner Support and Restore (IPSR) course, which looks in depth at the Service Desk function and Incident and Problem Management processes. If you hold an ITIL® V3 Foundation certificate, the Capability module Operational Support & Analysis (OSA) – to be introduced later this year - is a good next step. It not only looks in depth at the Service Desk function, it looks at the other functions new to ITIL® V3 (Technical, Application and IT Operations Management), and It also covers the Event, Incident, Request Fulfillment, Problem and Access Management processes.

For someone with a v2 ITIL Practitioner Release and Control certificate - what would be a logical next step for v3 certification?

Get ready for the ultimate ITIL® answer... it depends.

If your goal is to quickly learn about V3, a great step would be the ITIL® V3 Foundation Bridge course, which is available now. It will provide you with a succinct overview of what is new in ITIL® V3. Obtaining the ITIL® V3 Foundation Bridge certificate will also make you eligible to take courses in the ITIL® V3 intermediate streams (Lifecycle or Capability) when they become available later this year. Keep in mind that your V2 IPRC certification is worth 3.5 credits according to the ITIL® V3 Qualification Scheme.

If your goal is to become, in time, a certified ITIL® Expert, another option would be to take the V2 Service Manager course. While intense, this course covers all aspects of Service Management and is widely recognized as an invaluable course in terms of understanding ITIL® best practices and how they benefit the business. You would still have to – when it is available later this year - take the ITIL® V3 Service Manager Bridge course to achieve the ITIL® Expert certification, but you would be able to bypass the ITIL® V3 Foundation and Managing through the Lifecycle courses.

Thank you all for attending!