From ITSM Academy's Webinar on April 17, 2008. Presenter was George Spafford.

CONCEPTS & TERMS

ITIL does not include development; it relies heavily on project management for that. Many organizations are struggling with how to reconcile overlaps between V3 and SDLC. What do you suggest?

We need to talk about what we're trying to achieve, e.g. reduce defect rates. Then work on normalizing everything against that. This can be hard when you have various groups, each schooled in one discipline and not wanting to change. Don't get caught up in discussions about which framework or standard is better. Rather, look at what you're trying to achieve and how to get there. For example, PMI is excellent for project management, so agree to use PMI in that arena. As a group, arrive at an understanding of who is going to do what. The Ishikawa diagram is a good focus for a facilitated discussion about this. Ask, "In order for us to achieve our objectives, what do the various groups need to do?" Some organizations start with pilots on new projects, instead of trying to retrofit after the fact. This approach usually goes a lot more smoothly.

Would data stored in the CMDB be included under Management of Data?

In Version 3 of ITIL®, the Configuration Management System (CMS) allows federating multiple CMDBs, presentation layer capabilities etc. We need to make sure our data is being properly updated, audited, etc. In ITIL®, Change Management governs the updating of various repositories. We also have to make sure tools are properly integrated, etc. We have to think through how to do data integration, what keys we'll have, what you will do for back-ups, keeping up to date, keeping accurate, etc.

Does it make sense to adopt the what (COBIT) before the how (ITIL)?

Ideally you need to understand your risks and controls before you design your processes. Example: that's a good time to ask what risks the process needs to help compensate for Also plan for controls. Example: nightly backups. Ask how you can make sure back-ups are being taken and are running successfully. You can have someone check and sign off the next morning. Then ask what can be put in place to make sure we can actually use back-ups to restore? Plan to do testing at least annually to validate you can restore.   Note; There are plenty of orgs that have to retrofit controls and processes. This can work as well.

It appears that all the standards attempt to achieve same intent. Will there ever be an effort to combine?

I think what will happen is each will expand its scope but stay independent. For example, Version 2 of ITIL® focused on processes. Now, in Version 3, ITIL® has increased its scope to add the service lifecycle. The owners/sources of each standard and framework are different bodies and each has its own approach (Carnegie Mellon, Microsoft, International Standards Organization, etc…)

Can you give a more specific example of leveraging CMMI and ITIL?
In Service Development you need to design services for business. You need the SDLC to structure development efforts and define such things as where/how we'll store code, do testing, etc. How to collect requirements, perform risk management and so on. These are areas where you say, "We want

successful Service Development and Service Transition. What should we be pulling from CMMI, etc. in order to accomplish this?" Use this to get an additional perspective, and from there eclectically decide what makes the most sense to adopt.

I am a "Quality Zealot", trying to deliver what the business is asking for - their methods will not deliver the results they ask for - any introductions to exec and management which you have found useful to get them interested in controlling variation for improving customer value?

Look at management's current concerns , e.g. cost containment, fear of being on front page of news due to a breach, worried that the organization is not agile enough, etc.. Then you can layer in how variation impacts all of these. For example, as variations increase costs also increase. Challenges and additional costs due to uncontrolled variation in production configurations include:

- ✓ Training
- ✓ Inability to leverage quantity purchases
- ✓ Hard to get mastery
- ✓ Hard to secure a number of different variations because can't test all variations on a sustainable, ongoing basis and make sure security still remains
- ✓ With varied processes you have no assurance that risks are being properly managed and security guidelines being followed -- can do by brute force but can't sustain
- ✓ Same w/ regulatory breaches

So ask, "Where is the pain and how does variation play into that?" Don't go in with the goal of creating "fear, uncertainty and doubt". Avoid like plague doing any kind of techno-babble. Keep it all in terms of the business. No bits, bytes, kilobits/sec, etc. The risks of variation must tie to business objectives and goals for them to be concerned.

I work for a small IT service company. Where is the best place for a small company to start? What are the most effective quick wins for a small company?

Ask what IT needs to do to support the business? Is there development going on? Look at what IT either is not doing, or is doing and causing chaos. Refer to Visible Ops books. Sometimes a lot of availability problems are caused by IT. In organizations with a lot of changes taking place, fire-fighting, and availability issues, put in Change Management. If you don't have those problems, look next at potential benefits of implementing Problem Management, Security, etc. In small organizations, we need to ask, "What is keeping us from getting ahead?" What IT does must be grounded in terms of advancing the business towards its goal. For small organizations remember to scale back and keep things simple.

Tools are an important part of ITIL and ISO, but they're expensive. Is there an alternative?
What you should be the most concerned about is process. ITIL v2 has good guidance about the selection of tools (process first, prioritize requirements, select tool). Requirements need to be identified and prioritized. In order to be considered, tools must meet at least 85% of the mandatory selection criteria.

Tools can be very expensive to procure, but the initial cost of implementing is only a small part of the total costs once ongoing operating and support costs are factored in. To this end, it is very important to make sure you understand your requirements first. If you select and implement a tool poorly, the ongoing support costs will dwarf initiation costs.

I understand ITIL is a best practice, ISO 20000 is a standard, what is CobiT?

COBIT is a control framework that organizes controls that the reader can select from to mitigate risks. For example, if you need to ensure that projects are properly managed, then PO10 gives guidance on controls for project management.

Can you use ITIL for not IT related helpdesks? I run a helpdesk that focuses on Audio Visual support and I want a best practices approach.

Definitely and I am actually encountering this more frequently. When you look at the services you provide, they need to be managed. ITIL can provide guidance on how to do just that. For example, IITL recommends that there be a single point of contact between customers and the group providing the services in order to minimize confusing the customer about who to contact. That concept is applicable to IT, AV, or any other group.

How do you relate CobiT's quality management system concept with ITIL's Continual Service Improvement?

 One way of looking at it is that COBIT's PO8 control is advocating the need for a QMS. The overall philosophy of IT Service Management is a QMS for IT because ITSM is concerned with providing services that meet the requirements of customers – which is a sound quality perspective. ITIL can also work with other QMSes such as ISO9000.

How to get CobiT and ITIL v3 working together - Definitive Steps.

1. Understand what matters to the organization and where it is headed.

2. Identify the most likely risks to the things identified in #1. At least interview senior management and audit to gain an understanding. Formal enterprise risk management can be implemented later.

3. Identify controls from COBIT to mitigate risks. Review options and gain management approval on the controls. The process wrappers for each control come next.

4. Use ITIL for best practice process reference. You don't adopt them exactly as defined in the book – instead you take the processes and design what will fit your organization based on resources, time available, money, etc. Another key element during process design is the implementation of controls identified in step three above.

I am a project manager in an IT setting, however I did not start in IT. As far as training to keep up with current knowledge in IT and keeping myself marketable which of these frameworks is most important to get more training in?

ITIL v3 will give you a very good holistic perspective of how IT should operate from an IT Service Management perspective.   I'd tend to recommend that to a PM first and COBIT would be number two. If you are in a development and engineering setting, I'd recommend CMMI – maybe even first and then ITIL second.

Do you know if there is a new mapping of CobiT to ITIL v.3?

I heard they are working on it but I don't have a definitive answer on this – sorry.

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!