



# The Final Countdown?

## Not just yet.

After two years of planning, scoping, development and reviews, the first phase of the ITIL® Refresh project approaches the last mile. In a few weeks time, the final versions of the core publications will go into their publishing production cycle. But that is not the end of the Refresh. It's actually the beginning of some equally important activities for ITIL.

Here is the next wave of development coming soon:

### February/March 2007 ITIL Core

**Translations** - At the same time the English version of ITIL goes into production, work begins on translating ITIL into a number of languages to serve our global ITSM community. Over the past decade, ITIL publications have been translated into multiple languages and part of the refresh project is ensuring that we continue to offer ITIL to the public in a variety of languages.

**May 2007 ITIL Practices for Service Management (Complementary Series)** - The second major phase of the ITIL Refresh is the production of the Complementary series of publications intended to enhance the core practices with additional audience and topic specific guidance. The complementary series begins development now and will be a living library that is updated on an ongoing basis. Among the first of the series will be the official key element guides and official study aids for ITIL certification. These guides are intended to support students taking accredited ITIL courses through the ITIL V3 qualifications scheme.

**May 2007 ITIL Value Added Products** - The definitive ITIL terms and definitions Glossary will be made available on the web for download once the core books are published. In addition the integrated service model will be made publicly available at this time.

**Sharon Taylor**  
Chief Architect

## Keeping the Community Involved

I was pleased to see such a positive response to the first edition of ITIL Refresh News. Keeping the ITIL user community up-to-date with the progress of the Refresh project is essential to ensuring the continued success of this well-established service management guidance.

As I write, a public review of the new version of ITIL is currently underway and this will be complete by the time you read this. Hopefully it will have confirmed what we suspect – that this latest version of ITIL is not only fit for purpose but is also successful in taking service management forward to meet the demands of a changing environment. While the reliable and proven processes remain, there is a focus on making sure that IT services support business needs to a greater extent.

The new version, for example, considers shared services and outsourcing, helping managers to make informed strategic choices in IT service provision. We look forward to reporting on the results of the review and, indeed, the progress of the project in the next edition of this newsletter.

Finally, I would like to take this opportunity to thank those of you who have contributed towards the new version of ITIL, through feedback provided in the consultation or through roles as authors, reviewers, mentors and advisers to the project. Without your help and support we could not have produced the high quality product that is currently under review.

**Pippa Bass**  
Director  
OGC

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## Welcome!

Welcome to the second ITIL® Refresh newsletter.

As with the first edition contributors to the newsletter include OGC, The APM Group (APMG: OGC's official accreditor) and TSO (project manager of the ITIL Refresh project and OGC's official publisher).

Within this edition you will find details on the formats and prices of the core publications, an article on the role of the ITIL Advisory Group plus an interview with IAG Mentor Phil Montanaro. We also provide an overview of the international quality assurance review plus publication, examination and accreditation news.

If you have not done so already, please register for the alert service at [www.best-management-practice.com/ITILRefreshRegister](http://www.best-management-practice.com/ITILRefreshRegister) to ensure you receive the latest news as and when it happens.

**Sue Downey**  
Editor  
[OGC@tso.co.uk](mailto:OGC@tso.co.uk)

## Lifecycle Core Library: High level structure

The new core titles are aimed at the widest possible readership. Because they reflect the lifecycle of services, their appeal encompasses the entire spectrum of people involved at any stage of the process. So, without being the prime audience, everyone involved will benefit from access to the entire library.

There are five publications in the ITIL Lifecycle Core Library; these titles share a consistent structure:

- Introduction, overview, context
- Service management as a practice
- Service lifecycle
- Role of processes in the lifecycle
- Role of functions in the lifecycle
- Practice fundamentals
- Practice principles
- Processes
- Organisational design and structures, roles and responsibilities
- Challenges, critical success factors, risks
- Supplemental guidance
- References.

## Your Multi-media Library

All official ITIL publications are now available in a range of user-friendly formats to meet your demands and make access as easy as possible.

Flexible pricing ensures you only need pay for the individual titles you want, although you'll enjoy considerable cost savings if you purchase the complete collection.

### Hard Copy

Available individually at £85.00 or as a complete set for £299.00.

### ebook PDF

A single user, non-networkable basic downloadable PDF allows easy access to the library while you're on the move. Each PDF is £85.00 (£99.87 inc VAT) or £299.00 (£351.32 inc VAT) for the complete set.

### Online Annual Subscription: access to the latest updates

With the latest updates and impressions available throughout the year, the one year online subscription is the only way to have instant access to the latest authoritative text - including all amendments. A subscription also means you no longer have to host this material on your intranet and manage it internally.

The online subscription also offers great functional benefits. Basic level features include dynamic content, easy navigation, bookmarking, history, cross-linking between chapters and pop-up glossary of terms.

Enhanced functionality includes:

- an interactive process map with links through to the title(s) you have in your portfolio
- enhanced search results covering the core library.

Online access is offered via Individual or Concurrent User.

Individual users gain access through user ID and password. This is only for individual user access.

The Concurrent User option offers greatest access to the guidance and is based on the number of users accessing the content at the same time. For example, if your company has 500 employees but only expects 10 to access the guidance simultaneously, a licence for 10 concurrent users would be appropriate. This is the best option for corporate access.

We are currently in the process of developing additional electronic products. To ensure you keep up-to-date with all developments register for the alert service at [www.best-management-practice.com/ITILRefreshRegister](http://www.best-management-practice.com/ITILRefreshRegister)

### ITIL Lifecycle Publication Suite

You can enjoy considerable cost savings when you purchase the core publications collection:

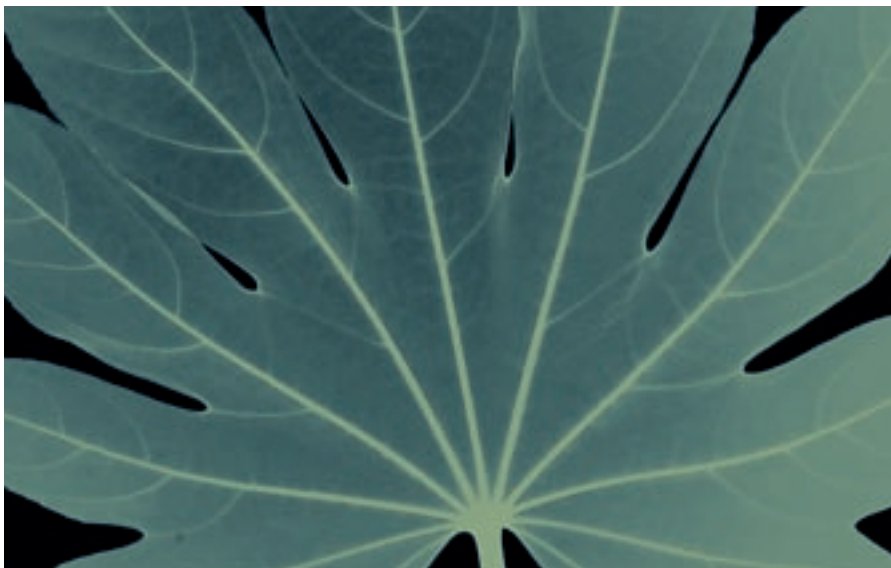
- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Continual Service Improvement.

Hard Copy Collection  
9780113310500 **£299.00**

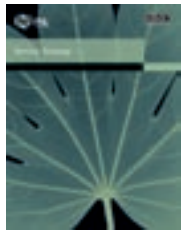
ebook PDF Collection Single User  
9780113310517 **£299.00** (£351.32 inc VAT)

Online Annual Subscription Individual User  
Collection  
7003158 **£265.00** (£311.37 inc VAT)

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# ITIL Lifecycle Core Library



## Service Strategy (SS)

A view of ITIL that aligns business and IT so that each brings out the best in the other. It ensures that every stage of the service lifecycle stays focused on the business

case and relates to all the companion process elements that follow. Subsequent titles will link deliverables to meeting the business goals, requirements and service management principles described in this publication.

Concepts and guidance in this publication include:

- Service Management strategy and value planning
- Linking business plans and directions to IT service strategy
- Planning and implementing service strategy.

Hard Copy  
9780113310456 **£85.00**

ebook PDF Single User  
9780113310524 **£85.00** (£99.87 inc VAT)

Online Annual Subscription Individual User  
7003147 **£75.00** (£88.12 inc VAT)

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### Did you notice?

Service Strategies book has been renamed Service Strategy to make all titles in the core consistent in the use of singular.



## Service Design (SD)

In order to meet the current and future business requirements, Service Design provides guidance on the production and maintenance of IT policies, architectures,

and documents for the design of appropriate and innovative IT services solutions and processes.

Concepts and guidance in this publication include:

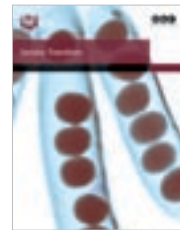
- Service design objectives and elements
- Selecting the service design model
- Cost model
- Benefit/risk analysis
- Implementing service design
- Measurement and control.

Hard Copy  
9780113310470 **£85.00**

ebook PDF Single User  
9780113310548 **£85.00** (£99.87 inc VAT)

Online Annual Subscription Individual User  
7003148 **£75.00** (£88.12 inc VAT)

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## Service Transition (ST)

Service Transition focuses on the broader, long-term change management role and release practices, so that risks, benefits, delivery mechanism

and the ease of ongoing operations of service are considered. This publication provides guidance and process activities for the transition of services into the business environment.

Concepts and guidance in this publication include:

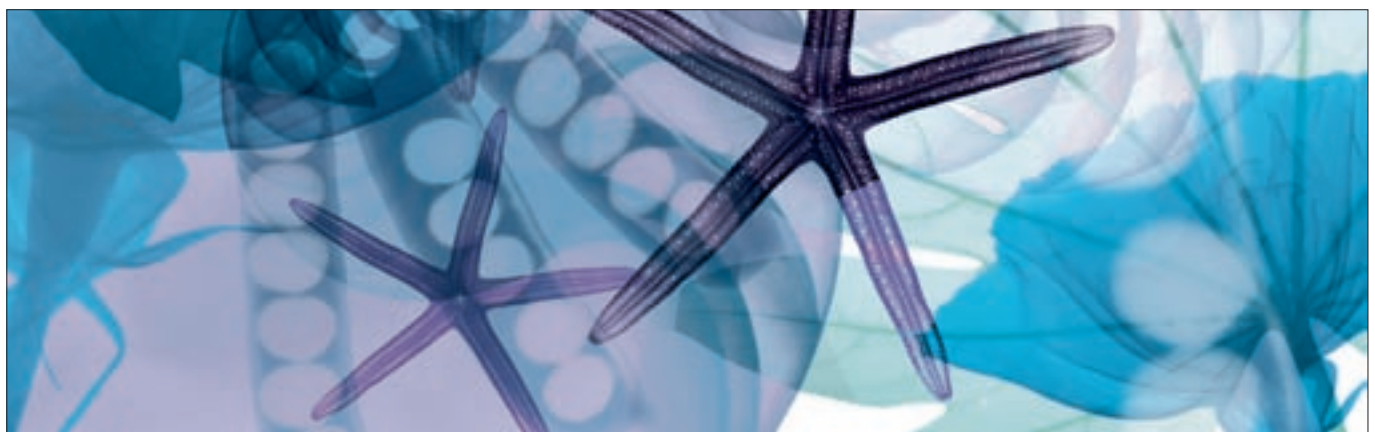
- Managing organisational and cultural change
- Knowledge management
- Service knowledge management system
- Methods, practices and tools
- Measurement and control
- Companion best practices.

Hard Copy  
9780113310487 **£85.00**

ebook PDF Single User  
9780113310555 **£85.00** (£99.87 inc VAT)

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7003155 **£75.00** (£88.12 inc VAT)

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## Service Operation (SO)

By focusing on delivery and control process activities, a highly desirable, steady state of managing services can be achieved on a day-to-day basis. To ensure

it is integrated with the rest of the ITIL library, guidance is based on a selection of familiar service support and service delivery control points.

Concepts and guidance in this publication include:

- Application Management
- Change Management
- Operations Management
- Control processes and functions
- Scaleable practices
- Measurement and control.

Hard Copy  
9780113310463 **£85.00**

ebook PDF Single User  
9780113310531 **£85.00** (£99.87 inc VAT)

Online Annual Subscription Individual User  
7003156 **£75.00** (£88.12 inc VAT)

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## Continual Service Improvement (CSI)

Alongside the delivery of consistent, repeatable process activities as part of service quality, ITIL has always emphasised the importance of continual improvements.

Focusing on the process elements involved in identifying and introducing service management improvements, this publication also deals with issues surrounding service retirement.

Concepts and guidance in this publication include:

- Business and technology drivers for improvement
- Justification
- Business, financial and organisational improvements
- Methods, practices and tools
- Measurement and control
- Companion best practices.

Hard Copy  
9780113310494 **£85.00**

ebook PDF Single User  
9780113310562 **£85.00** (£99.87 inc VAT)

Online Annual Subscription Individual User  
7003157 **£75.00** (£88.12 inc VAT)

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## Proposed ITIL Portal

In the coming months TSO proposes to offer a new unique and dynamic web resource ideal for organisations seeking to learn about, adopt and access ITIL V3.

The five core publications will be at the heart of this portal, delivering you instant access to the latest authoritative text, supported by timely and compelling value added content, tools and intelligence - accessible to multiple subscribers across your organisation on a global scale.

We propose to offer superior search and navigation functionality empowering users to seamlessly search across the 5 publications by content and subject or via a process map.

The portal will not only deliver you instant access to the core publications, but also work as an international information centre offering support, guidance and implementation tools at different levels. We plan to offer ITIL thought leadership via horizon-scanning white papers, case studies of adoption, a mentoring and personal development section - all aimed at supporting you.

This portal is aimed at meeting the community's needs, so whilst we continue to develop the scope of this product we would be very interested to hear your thoughts and suggestions. Please email us at [ITILOnline@tso.co.uk](mailto:ITILOnline@tso.co.uk) with your comments and to learn more about how the portal can help you and your organisation.



## Your Official Introduction



The Official Introduction to the ITIL Service Lifecycle is the official introduction to the guidance's newly adopted structure and represents an important and major evolutionary step forward. The refresh has transformed the guidance into the most innovative and best in class. At the same time, the interface between old and new approaches is seamless, allowing V3 adopters to build on the successes of V2 but take IT service management even further.

This title introduces ITSM and ITIL, explains why the service lifecycle approach is best practice in today's ITSM, and makes a persuasive case for change. After showing high level process models, it takes the reader through the main principles that govern the new version: lifecycle stages, governance and decision making, then the principles behind design and deployment, and operation and optimisation.

The main body of the book introduces the five main titles with an introduction and clearly laid out summary of objectives, practice, key elements, roles and responsibilities and service performance. It then gives an overview of the guidance specific to each stage of the lifecycle.

Each chapter concludes with key messages and lessons, showing how the introduction relates to the full library with its deeper levels of practice expertise and structured application.

Hard Copy  
9780113310616     **£30.00**

ebook PDF Single User  
9780113310623     **£30.00** (£35.25 inc VAT)

Online Annual Subscription Individual User  
7003171     **£25.00** (£29.37 inc VAT)

## Going Global: Timeframe now set

TSO and itsSMF International will shortly sign an agreement for ITIL translations and endorsement. itsSMFI through its IPSEC committee of global chapters will manage translations for all V3 products, beginning with the V3 core titles.

A timeframe has been finalised for the international roll-out of ITIL V3. Look out for the launch of the translations within six months of the English language version.



## Accreditation: Why it matters

APMG's new accreditation scheme is aimed at continuing the development of professionalism in ITIL training to ensure the qualifications are consistent and internationally recognised. It will also mean that candidates can identify trainers who are officially accredited, so they will know the teaching they receive is of the best quality.

APMG's accreditation scheme requires an accredited training organisation to have:

- Clearly defined processes
- Accredited material
- Approved trainers capable of running each course they offer.

Without approved trainers a training company cannot be accredited, so registration of their trainers gives a company the right to be accredited. Only accredited companies can use ITIL Intellectual Property (IP) in their training materials and offer examinations directly.

There are two categories of trainer:

- Sponsored Trainers with an ITIL Accredited Training Organisation (ATO)
- Independent or Pool Trainers able to work for any ATO.

Anyone wishing to study for an ITIL qualification will know that accredited trainers have proven their competence to teach and their knowledge of the subject.

A trainer examination is a concept that is being considered as a way of migrating trainers to ITIL V3 by assessing their all-round understanding of the new version.

## APMG: What gives us the authority to accredit trainers?

APMG is a global business providing accreditation and certification services. Through its international network of Accredited Consultancy and Training Organisations, APMG helps end users develop their professional skills and organisations improve their processes through the adoption of worldwide best practice.



APMG is the only organisation offering professional qualifications in Programme and Project management with third party independent accreditation through the United Kingdom Accreditation Service (UKAS). APMG will apply for the same level of certification for its ITIL programmes as soon as possible. APMG is also governed by an independent Ethics Board, which monitors its business practice and helps to ensure it supports the industries it serves in a transparent and responsible way.

## Exam Panel: An international perspective

APMG has formed its international examination panel for ITIL V3 examinations. The exam board has been given the objective of delivering high quality, internationally acceptable examinations to coincide with the delivery of OGC's refreshed ITIL.

Sharon Taylor has been appointed as Chief Examiner. She is joined on the panel by a team of experts from around the world:

- Pauline Angelico, Singapore/Australia
- Pierre Bernard, Canada
- David Cannon, USA
- Rosemary Gurney, UK
- Signe-Marie Hernes Bjerke, Norway

- Majid Iqbal, USA/India
- Vernon Lloyd, UK
- Ivor Macfarlane, UK
- Christian Nissen, Denmark
- Anthony Orr, USA
- Sergio Rubinato Filho, Brazil
- Wilfred Wah, Hong Kong
- David Wheeldon, UK
- Katsushi Yaginuma, Japan
- Porter Sherman, USA.

Sharon Taylor, Chief Author and Examiner for ITIL V3, says: "This panel of examiners brings a truly international view to the development of ITIL qualifications. Each examiner on this panel offers long-standing, world class experience in the ITSM qualifications industry, and represents the views of vendors, ATOs, consultants and consumers of ITIL qualifications. We are all strongly committed to creating a qualification scheme which supports the needs of our global community and to ensure that ITIL qualifications move forward to meet the demands of ITSM professionals today and in the future."

Eminent ITIL trainer, consultant and panel member Ivor Macfarlane says, "After 15 years as an ITIL examiner I am delighted to be moving forward with the next generation of exams. APMG has assembled an impressive team from around the world to create the new ITIL examination infrastructure and I am proud and excited to be a part of it. We have the opportunity to build a genuinely international product that reflects the new V3

landscape and I have every confidence that we will do so."

## A Qualification to be Proud of

The launch of a newly refreshed ITIL has prompted APMG, as OGC's official accreditor, to revamp the ITIL qualifications. "It's our aim to ensure all the ITIL examinations are valid, accessible and streamlined across international boundaries. We hope that more candidates will attempt the higher ITIL qualifications. These will be made more internationally acceptable, but no less challenging!" said Richard Pharro, APMG's Managing Director.

APMG has set its exam board the task of creating the new examination and qualification programme to coincide with the launch of OGC's refreshed ITIL. "It's a challenge, but one that everyone is working towards for the benefit of the service management community" said Pharro.

## ILX Named as First APMG Accredited Provider

ILX Group plc (ILX), the AIM quoted vocational education and training company, has become the first organisation to be accredited by APMG to deliver ITIL training. ILX will provide both instructor-led and computer-based training for qualifications by APMG.

Pharro, said "We believe our appointment as OGC's official accreditor for ITIL will help improve guidelines and establish greater standardisation for organisations wishing to adopt ITIL worldwide. As we rely on a network of experienced and high-quality Accredited Training Organisations (ATOs) to help achieve those goals we are pleased to announce ILX as our first ITIL ATO."

Eddie Kilkelly, Group Operations Director from ILX said, "We are delighted to become the first training company to be accredited by the APM Group to deliver ITIL Training. The appointment of APMG will bring a step change for the industry and will enable us to give greater choice and flexibility to our clients."

## Agreement Reached Between APMG, BCS-ISEB & EXIN for the Benefit of the ITSM Community

APMG is delighted to announce it has reached an agreement with EXIN and BCS-ISEB, the existing ITIL examination institutes. The agreement means candidates taking ITIL examinations will have maximum access to the quality training and assessment they require in order to obtain certified ITIL qualifications.

As the service management community anticipates the arrival of the ITIL Refresh from OGC, expected in Quarter 2 2007, news of this agreement will reassure enterprises committed to ITIL that the training market is unified.

Richard Pharro, Managing Director APMG, said: "This is a very significant announcement for APMG because we value the expertise and experience of EXIN and BCS-ISEB. Candidates can now be reassured of consistency as the ITIL qualifications evolve. This is quite clearly the best possible outcome as we go forward into a new phase for ITIL, aligning service management more closely with business needs."

Pete Bayley, Director of Qualifications for the BCS said: "This is excellent news for our Accredited Providers and tutors as they can continue their business with minimum disruption and with the knowledge that we will be able to provide them with all the relevant information required for a smooth ITIL Refresh transition. We are looking forward to collaborating with EXIN and APMG to develop the new scheme and hope that our experience and expertise will provide a valuable asset to the ITIL Community. BCS recognises that as the IT profession matures, relationships of this nature are important as they help to provide the building blocks for professionalism in IT, which is a key goal of our 50th anniversary year."

Joep van Nieuwstadt, CEO EXIN, said: "We are looking forward to joining forces with BCS and APMG. As a global player in the area of certification for IT professionals, we will continue to deliver professional support for the worldwide dissemination of the qualification program in IT Service Management. By working closely together with all of the existing members of the IT Service Management community involved in the current ITIL based certification services, we can continue to safeguard and support the quality of the worldwide recognised certification programme - a programme that has been so successful worldwide over the last 15 years."





One of the great strengths of ITIL is the range and quality of supporting products and services that are available to help organisations use the guidance effectively. Over the last 15 years the market for training, qualifications, tools and consultancy has grown considerably and each time ITIL is updated it impacts upon the vendors of these products and services.

As the production of ITIL V3 nears completion, a clear picture of its structure and content is now visible and so it is an appropriate time for the ITIL Refresh team to consider how it provides information to vendors.

For examinations and training, this will be led by APMG, the official provider of accreditation services. They will be responsible for circulating information to the accredited training community and overseeing the development of new examinations. The existing qualification scheme will continue to be available during a transitional period, which will allow time for materials to be updated.

Other tools and service providers will also benefit from having sufficient lead and development time.

The ITIL Refresh team recognises this and is keen to establish a suitable communications plan to ensure that vendors have the information they need. This will ensure that they are able and prepared to make decisions on the potential product enhancements they may wish to consider.

## **Do you provide a product or service that supports ITIL?**

If you are a vendor then we would like to hear from you. We have created a brief survey to help us assess the type of information required and the preferred format for delivering this. By answering a few questions you will ensure that your views are considered. Your details will also be added to our vendor register to ensure that you are kept up-to-date.

Please complete the survey at [www.best-management-practice.com/ITILRefreshVendor](http://www.best-management-practice.com/ITILRefreshVendor)

Jussi Sarkkinen, CTO for Efecte Corp, a leading Nordic IT Service Management solution provider, said "Efecte is enthusiastic about the effort put into the ITIL Refresh project. The practical implementation perspective emphasised in ITIL V3 will help

us to deliver greater value to our customers and will showcase the strengths of our agile platform technology. The refresh project has certainly brought ITIL to the next level."

Joe Knightly, European Channel Manager for Touchpaper, global ITSM solution provider, said "Many of the elements that make up an effective and efficient IT Service Management environment, not least of which include the impact on Governance, the tie with COBIT and attaining the ISO/IEC 20000 standard will be impacted by the ITIL Refresh. The concept of "ITIL and beyond" drives our development direction. ITSM software vendors must be provided pre-release ITIL V3 publications to facilitate our customers' efforts to adapt quickly to the upcoming changes"

OGC and the ITIL Refresh Team will be looking for an equitable way to distribute information about ITIL V3 to the supporting marketplace. However, consideration must also be given to the protection of OGC's intellectual property. The details of the vendor information pack and when it might be distributed is currently being discussed. To ensure you keep up-to-date register for the alert service at

[www.best-management-practice.com/ITILRefreshRegister](http://www.best-management-practice.com/ITILRefreshRegister)

# International Public Review Great Response, Quality Findings

An impressive response to our Public Review review has demonstrated ITIL's international reach and appeal to organisations of all sizes. As importantly, the response shows the commitment of the ITSM community and confirms the importance of your involvement at key stages in ITIL's development.

The aim of the review was to find out from a wide range of international users if the new publications are on track, practical and focused on the community's needs. Best Practice is not just about trawling the world for the latest ideas, it stands or falls on its ability to express those ideas in a way that is applicable to the whole community.

A form, for those wishing to participate in the Public Review was posted on [www.itil.co.uk](http://www.itil.co.uk) between the 8<sup>th</sup> November and 9<sup>th</sup> December for all to complete. We received 700 responses.



The Refresh Editorial Board then went to great lengths to analyse all applicants and select those whose views best represented a cross section of geographic regions, organisation size and type, stakeholder area and subject area knowledge. In this way we could be confident that the Public Review panel represented small, medium and large Public

and Private sector users; vendors; consultants; and training organisations from all continents.

## But apart from the insights gained from the 700 responses, what did we learn?

Firstly, while interest was spread across the whole range of books, Service Strategy and Service Operation emerged as the most popular to review.

Secondly, that ITIL has truly international reach. We broke the world down into four regions - Europe, Middle East and Asia, Central and South America, Asia Pacific and North America – and had a positive response from each.

Thirdly, the ITIL community is made up of businesses of all different sizes with responses split pretty evenly between large enterprises and SMEs.

While we're delighted by these findings, the real value lies in the fact that input and feedback will be representative of the whole community and will be based on insights and developments across the board.

The public review of the core books began on 8<sup>th</sup> January and ended on 22<sup>nd</sup> January. Out of the 500 reviewers selected, 266 completed the review. All comments are being analysed and a decision to either accept, accept in part or reject the feedback provided will be made. Authors will then revise their publications in light of comments.

"A natural by-product of any large-scale transformational project is the publicity and interest it generates. Within the community of IT Service Management, the ITIL Refresh Project has generated its fair share" says Sharon Taylor, Chief Architect.

"As articles, blogs, opinions and speculation of all kinds circulate the globe, I am reminded of the level of passion for ITIL and the bright future ahead. As a refresh team, our 'Best Practice' is providing the opportunity for our customers to participate in what ITIL V3 becomes.

"The International Public Quality Review of ITIL, which concluded recently, was a demonstration of the power that this passion of public interest brings to ITIL practices. Hundreds of individuals from the ITSM community took part in the QA.

"The value of such a large scale public review of this work ensures that the community of ITSM contributes to ITIL's value. Each reviewer's comments help ensure that the end product of ITIL V3 reflects the collective knowledge, experience and evolving vision of ITSM for us all.

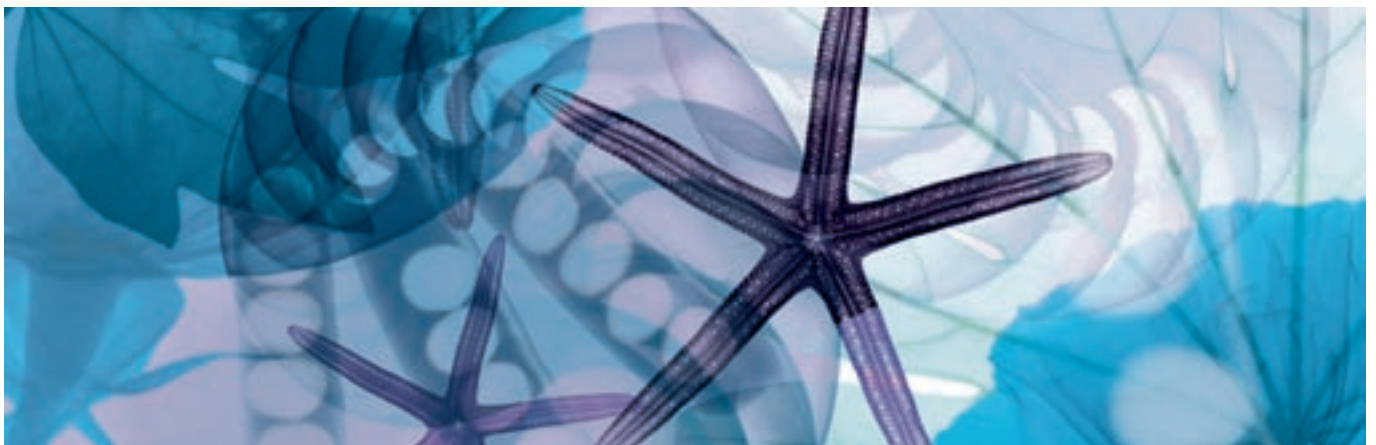
"ITIL practice can never be truly relevant until each of us sees ourselves in it. The public QA is the key to placing the guidance in a realistic, achievable context for a large, global audience.

"The refresh team now moves forward to the final phase of completing ITIL V3, with your insights and views as our true test of value.

"Even the best publicity, sponsorship, marketing and media, can't rival that kind of value!" Sharon Taylor, Chief Architect.

We propose to give you an overview of the review as soon as possible.

**So please watch this space!**



## The ITIL Advisory Group

On Monday, 8<sup>th</sup> January 2007 drafts of the refreshed version of ITIL were distributed for public review to approximately 500 people who had registered their interest. It is yet another example of how much this project draws upon the support and contribution of the ITIL community.

Although OGC is the sponsor for the ITIL Refresh and is accountable for its funding, we could not possibly deliver this project alone. In fact, since its launch, hundreds of people with a vested interest in service management have been involved in some way, maybe during the initial public consultation or perhaps with a defined role in the project.

We recognise that ITIL is very much a part of the IT service management community and we have attempted to involve the widest possible range of stakeholders. With this in mind, in October 2005 we set up the ITIL Advisory Group (IAG), not only to provide much needed support for the project but also to represent the interests of the global IT service management community. The 27 members were chosen to provide a range of viewpoints: from users to academics, examiners to trainers. This has given us the best possible opportunity to deliver a product that truly meets customer expectations.

The first task for the IAG was to review the overall programme scope. Comments and suggestions were made via an online forum, and given the international diversity of the group, this proved to be a successful way to bring all members together. A similar review process was carried out for the work packages and author selection.

Once author teams were appointed, the hard work of drafting the books began. The authors had to work to very strict deadlines and to aid this process we decided to introduce a mentoring scheme. IAG members, with appropriate knowledge and experience, were appointed to each author team to provide expertise and guidance throughout the authoring stage. This amounted to eight groups, one for each core publication and an additional three for technical integration, process model development and terms and definitions coming from the content development.

For OGC, this was an innovative approach and it is very much in the spirit of best practice, seeking out a significant breadth and depth of knowledge. The mentors provided assistance with specialist areas of expertise and guidance, while ensuring that work was progressing in line with the work packages. This avoided the need for time-consuming major re-writes, as the drafts that were delivered closely matched requirements.

These drafts were checked by the IAG for consistent, accurate scope alignment and appropriateness of content. Overall, the work of the IAG helped us to deliver a high quality product for public review in January, and we hope that this in turn will ensure that the resulting ITIL V3 publications comfortably meet customer expectations.

On the role of the IAG, Pippa Bass, OGC director, said:

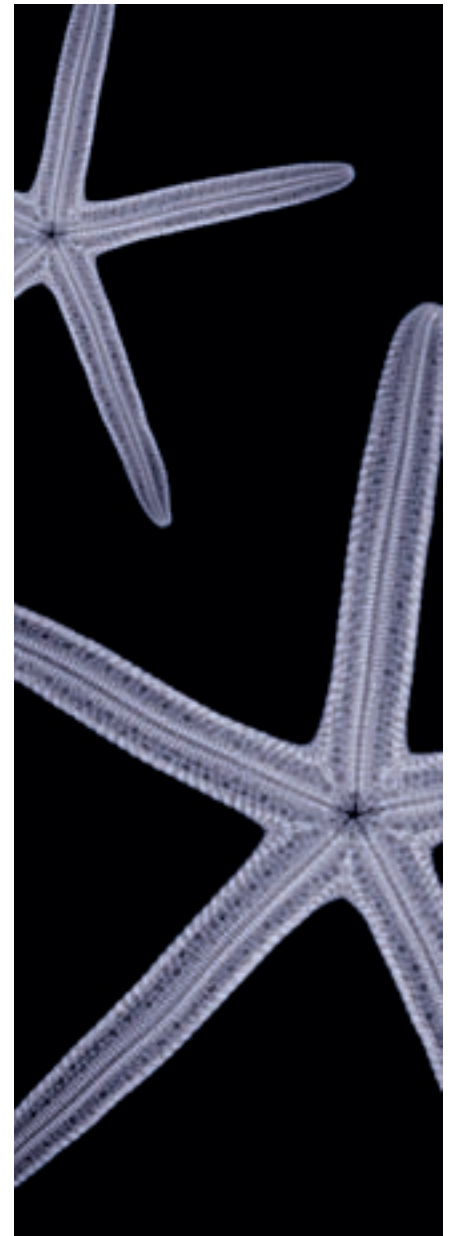
“

*Essentially, the IAG has provided invaluable advice and guidance throughout the various project processes. We also appreciate that members have given their time free of charge, on a volunteer basis. The benefits of establishing a group of experts are clear and as a result, we are considering establishing similar groups for our other guidance products. The mentoring process was particularly successful and as a result we introduced mentors during the refresh of another of our publications, Managing Successful Programmes (MSP).*

”

And finally, this article would not be complete without mention of the many ‘champions’ of ITIL. OGC would like to thank everyone throughout the IT service management industry who has encouraged interest and involvement in the creation of ITIL V3. Winning the hearts and minds of the ITIL community for acceptance and adoption of the new version will be the key to its ongoing success.

You can read more about the role of an IAG member in the interview with Phil Montanaro, on the opposite page.



## How did you become involved?

I have been involved with the development of ITIL since and before its inception. My interest goes right back to the beginning when I was working for the Ministry of Defence in the mid to late 80's. I was involved in the development of the first iteration of ITIL, GITIMM (Government IT Infrastructure Management Methodology).

Since this time I have actively contributed to the development and progress of ITIL with enthusiastic interest because, working in IT Service Management throughout this period, ITIL was the only 'formally' documented advice and guidance available and I was keen to see it mature into the essential and highly credible product that we all recognise today.

Throughout its evolution, I have been lucky that both the MoD and EDS were keen on taking an active part in this initiative as I was given the appropriate time off which allowed me to be involved in the quality assurance and review of Versions 1 and 2. A big strength of the product is its non-proprietary nature, something that OGC is keen to protect and as such it depends on voluntary resource.

Having been involved with all previous versions, I would have been disappointed not to have taken an active role in the development of V3. I took part in the early scoping and this was really a catalyst for becoming a member of the IAG. So when I was invited to join the IAG this was an opportunity that I was definitely not going to turn down.

Because of my background, and my current role at EDS, I was able to represent the large community of stakeholders that work in the outsourcing industry and I believe this to have been the basis for my acceptance.

## What does your role involve?

My primary role is to mentor the authors of Service Strategy (SS). I was surprised to be offered SS as they could have chosen a strategist but they went with someone closer to the sharp end, which I feel was a good approach. I have previously felt like a victim of strategy so this has given me the opportunity to put a practitioner/manager spin on how strategic intent can impact service managers on day-to-day operational and tactical levels.

Onto how it works. Well, the SS authors produce collateral, which they send through to me and my mentor partner Bill Powell. We look at their work and feedback our

comments and observations thus playing an active role in shaping the way it's going. This gives the authors an opportunity to get 'real time' input, and assurance that they are going along the right path.

A secondary role is to advise on the project matters and to participate in activities such as the review of complementary guidance (e.g. glossary of terms). Members were also offered the opportunity to review the other core volumes and I was able to offer some suggestions and observations on Service Operation as part of my IAG remit.

## What do you think have been the advantages of using mentors on this project?

It opens the project up to a wider perspective and allows the authors to get a real feel for the way it's going before it's not too late to shape the outcome; a little like building an aeroplane in flight. This has clearly worked for SS.

For me personally there would be no way I could have found the time to become an author, but I still felt I had something to offer and wanted to be involved. Mentoring allowed me to make a tangible contribution, earlier than at quality assurance review stage. If you look across at the names of the IAG there is a vast wealth of expertise within a collection of acknowledged ITSM specialists and gurus covering many industry sectors. Being an IAG member allows this level of experience to be involved at an early and crucial stage.

## Do you feel you have benefited in anyway from the mentoring experience?

Absolutely! I am the serving President of the Institute of IT Service Management and one of the major benefits we offer our members is our mentoring service. Mentoring SS gave me the opportunity to experience first hand the benefits to the mentor and mentored.

Being involved in the project has allowed me to catch an early glimpse of the core publications and to gain a level of assurance that gaps in Version 2 would be addressed by V3.

As the IAG members are spread across the globe, our regular communication is 'electronic' but this has not prevented lively, frank and open 'debate'. I have got to know the other members quite well (although I wouldn't recognise most of them face-to-

face). This has increased my network of ITSM professionals and gurus with whom I interact regularly to ask their opinions and advice.

I would like to think that my involvement with the IAG has been a real win-win situation for myself, the OGC, the outsourcing community and the future V3 reader.

## PHPMontanaro FBCS CITP FISM

Phil 'Monty' Montanaro has worked in IT for 30 years. He joined the Civil Service in 1976 and was assigned to the Ministry of Defence. Following several postings and promotions, Monty found himself at Bicester in 1996, engaged on Army Logistics Systems and was transitioned to EDS as part of an outsourcing deal. Having fulfilled various roles in Programming and Systems Analysis, he moved into Mainframe Operations and Data Centre Management before settling on a career in Service Management. Monty is now an experienced practitioner/manager in all aspects of IT Service Management and is currently a Service Delivery Executive, still with EDS, working on the recently secured business to develop an integrated and coherent information infrastructure for the Ministry of Defence.

Monty has been involved with the development of ITIL since and before its inception. As well as contributing to the GITIMM, ITIL's forerunner, he has been involved in the QA and review of versions 1 and 2. His keen interest in IT Service Management extends far beyond his 'day job'. He is an ISEB examiner for Service Management qualifications and a member of the ISEB IT Service Management Accreditation Panel, as well as the recently formed ISEB ITSM Steering Group. He is also Chairman of the ISO/IEC 20000 Accreditation Panel for the itSMF's Standards Management Board. Monty is a member of the ITIL Advisory Group for the development of V3 and has so far been involved in helping to mentor the V3 authors, as well as with the review of the core modules. Monty is half way through his two year term of office as President of the Institute of IT Service Management. He is enthused by these exciting times which promise real opportunities for IT in general, and Service Management in particular, to be formally recognised as a profession, thus allowing individuals working in ITSM to be acknowledged as true professionals.

## An Interview With...

If you received the 1st edition of ITIL Refresh News you would have seen an interview with Chief Architect, Sharon Taylor. In this edition we pick up where that one left off and carry on interviewing the people behind ITIL V3.

We'll shortly be featuring wide-ranging discussions with APMG's Managing Director, Richard Pharro and OGC's Jim Clinch, Chief Editor of the ITIL Refresh project. And of course, we will be talking to the authors and some more members of the IAG forum with their mentors.

If you have any questions you would like me to raise please email these to **OGC@tso.co.uk**

To make sure you get to see these interviews, don't forget to register for the Elert Service. As well as the interviews, this will flag up the latest news on the project as and when it happens. To register simply complete the form located at **www.best-management-practice.com/ITILRefreshRegister**

## Real Time Case Studies - call for authors

We are looking to build up a series of real-time case studies from key stakeholders within the ITIL community: vendors, consultants, trainers, public and private sector end users.

These case studies will track people's V3 experience - from finding out about it, through championing it within their organisations, all the way to full implementation.

By sharing their experiences, we hope the community will be able to gain some value and pick up some timely tips. When they are ready, the case studies will be posted on **www.best-management-practice.com/ITILRefresh**

If you would like to participate or just want to find out more, ITIL Refresh News would love to hear from you.

**Sue Downey**  
**Editor**  
**OGC@tso.co.uk**

### ITIL Refresh News 2<sup>nd</sup> Edition

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