

# Official News Straight from the Source

Welcome to the second edition of ITIL eNewsletter, keeping you up-to-date with official news on every aspect of the guidance, from publications through to examinations.

There is currently much discussion in the community around the update to the ITIL core set of publications. I'd like to take this opportunity to state categorically that the new update is not ITIL V3.1 or V4 just a necessary update to the current edition. By its very nature, Best Practice never stands still and however well we 'roadtest' the guidance, it is necessary to fine tune it in line with the communities needs. That has led to the initiation of the update of V3.

In order to ensure continuity between V3 and the update we have engaged with members of the original ITIL V3 refresh authoring team. These members form part of the update's authoring and mentoring teams. The update is scheduled to publish in the second half of 2011.

We discuss in detail on page 5 and 6 the governance structure of the update project plus provide an overview of the authoring and mentoring team.

In this edition, you'll find a piece on ITIL, the update, the all important FAQ's, and whether or not the changes effect qualifications and exams.

This free newsletter is for you, the ITSM community and we sincerely hope you find this edition educational and informative. If you have a topic you would like covered or questions you want answered, we would be delighted if you contacted us. We are always looking for new white papers, guest writers and case studies, so if you are interested in the opportunity, please email me.

We hope you enjoy this edition; the next will be with you in the Winter.

***Happy reading!***

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## Contents

New to ITIL? .....	2
Still using ITIL V2? .....	3
New to ITIL V3? .....	4
ITIL Update.....	5
Governance Structure .....	6
Mentors .....	7
Authors .....	8
Qualifications .....	9
FAQ's .....	10
Publications .....	12

## Keeping you informed

This ITIL eNewsletter provides a snapshot of the status of the current update. As new developments happen all the time, the ITIL Elerst Service is a valuable tool ensuring you are automatically kept up-to-date with news as and when it happens.

If you have not done so already, please register for the Elerst Service at [www.best-management-practice.com/ITILRegister](http://www.best-management-practice.com/ITILRegister) to ensure you receive the latest news straight from the source.

## ITIL Translations

To better serve the ITSM community we are working hard to translate our publications and communication information.

- **Translations** – The core titles are currently available in Chinese, German, Japanese and Spanish. Introduction to the ITIL Service Lifecycle, Service Design, Service Transition and Service Operation are available in French. Visit [www.best-management-practice.com](http://www.best-management-practice.com)
- **Glossary** – The Version 3 Glossary is available in: Arabic, Brazilian Portuguese, Chinese, Czech, Danish, Dutch, Finnish, French, German, Hebrew, Hungarian, Italian, Japanese, Korean, Polish, Romanian, Russian, Slovakian, Spanish and Swedish. All glossaries are free to download. Visit [www.best-management-practice.com/ITILGlossary](http://www.best-management-practice.com/ITILGlossary)



## What is ITIL and what are its origins?

It is hard to believe that ITIL is 20 years old. On its third version now, ITIL is the most widely adopted framework for IT Service Management in the world. It is a practical, no-nonsense approach to the identification, planning, delivery and support of IT services to the business.

In the early 80s, the evolution of computing technology moved from mainframe-centric infrastructure and centralized IT organizations to distributed computing and geographically dispersed resources. While the ability to distribute technology afforded organizations more flexibility, the side effect was inconsistent application of processes for technology delivery and support. The UK's Office of Government Commerce recognized that utilizing consistent practices for all aspects of a service lifecycle could assist in driving organizational effectiveness and efficiency as well as predictable service levels and thus, ITIL was born. ITIL guidance has since been a successful mechanism to drive consistency, efficiency and excellence into the business of managing IT services.

Since ITIL is an approach to IT "service management", the concept of a service must be discussed. A service is something that provides value to customers. Services that customers can directly utilize or consume are known as "business" services. An example of a business service that has common applicability across industries would be Payroll. Payroll is an IT service that is used to consolidate information, calculate compensation and generate paychecks on a regular periodic basis. Payroll may rely on other "business" services such as "Time Tracking" or "Benefits Administration" for information necessary to calculate the correct compensation for an employee during a given time period.

In order for Payroll to run, it is supported by a number of technology or "infrastructure" services. An infrastructure service does its work in the background, such that the business does not directly interact with it, but technology services are necessary as part of the overall value chain of the business service. "Server

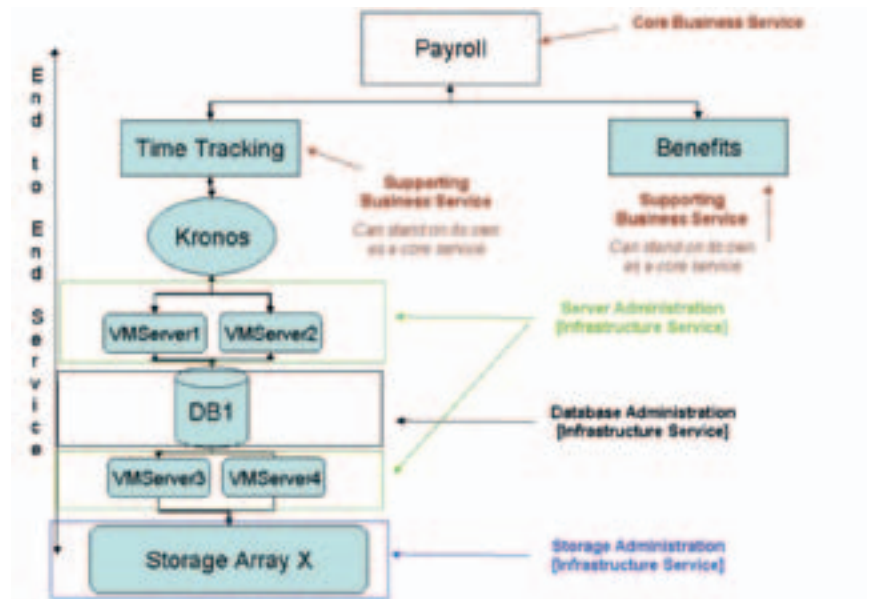


Figure 1. The End-To-End Service

Figure 1 – The End To End Service

Administration", "Database Administration" and "Storage Administration" are all examples of technology services required for the successful delivery of the Payroll business service. See Figure 1.

IT has traditionally been focused on the "infrastructure" services and managing the technology silos. IT Service Management guidance in ITIL suggests a more holistic approach to managing services from end to end. Cohesively managing the entire business service along with its underlying components ensures that we are considering every aspect of a service (and not just the individual technology silos) to ensure that we are delivering the required functionality (or utility – accurate paychecks for all employees) and service levels (or warranty – delivered within a certain timeframe, properly secured, available when necessary) to the business customer.

ITIL is typically used in conjunction with one or more other good practices to manage information technology such as:

- COBIT (a framework for IT Governance and Controls)
- Six Sigma (a quality methodology)
- TOGAF (a framework for IT architecture)
- ISO 27000 (a standard for IT security).



## ITIL FAQ's

ITIL V3 OR NOT V3? That seems to be the question on everyone's mind. For this and the answers go to the FAQ's on page 10

# Still using ITIL V2?

## Sharon Taylor

*This article first appeared in the 1st ITIL Refresh News Edition Autumn 2006. It is still relevant today to those that are thinking about moving to ITIL V3. Let us reflect on what Sharon Taylor said in 2006...*

Over the entire life of the ITIL V3 project I was asked, "What's New?"

The correct answer remains; nothing and everything at the same time.

Now before you roll your eyes, read on. This really is the truth and I'll explain it here.

### The Nothing New Part:

In 2005/2006 every title in the ITIL V2 Library was reviewed and decisions were made about the content that needed to be brought forward to V3. We know that the ITIL V2 Library was still in use and needed to be part of ITIL V3 since it remains the globally adopted best practice for IT Service Management.

So in that respect nothing changed. The ITIL you use today will still be part of ITIL V3 tomorrow and go forward with your ITSM practices.

That's where nothing new ends.

### The Everything New Part:

ITIL V3 looks completely different from V2. It has to because it is. Even how we developed it is entirely different. Below I have briefly listed the key things that make everything different about ITIL V3.

- The method of development – we scoured the planet for opinions and experts to work with our team to develop V3. These opinions formed a solid base for the key success elements of V3. We talked with a broad base of ITSM stakeholders and built a core of practice that will speak to them all.
- The role played by the ITSM community in V3 – instead of inviting a few key experts and a few reviewers, we invited members of the community to stand along side us in development and play an active role throughout. The ITIL Advisory Group (IAG) as we called them have been mentors, subject matter experts, reviewers and ambassadors of ITIL V3 for almost the entire length of the project. So V3 is entirely a community developed practice.

In addition to the development model used, below are key examples of what was new from a top down view looking at overall structure and then some details of new content.

It would take a book in itself to describe all of the 'everything' that was new about ITIL V3, but there is no doubt that we have brought and continue to bring ITIL into your future with some exciting, state of the

art, innovative products and services. These will complement and mature the ITIL we have all come to know, trust and value these past 20 years.

ITIL V3 bridges the gap between making us great service providers to best in class, innovative and better than ever service providers of the future, and with the withdrawal of V2 there is no better time to look to the future.

What is new in V3	Some of what you'll see
<b>Library structure</b>	The former collection of topic-based structure of ITIL is replaced by a core of practice and a complementary portfolio of supporting titles.
<b>Lifecycle Model</b>	The former process-based model of ITIL is replaced with a lifecycle model that contains the processes needed to manage services within a lifecycle stage structure. The core practices of the Service Management life stages are then supported by more detailed complementary content specific to industry, stakeholder and practice topics. This makes the library more practical, easier to use and provide guidance specific to various stakeholder viewpoints to help gain further traction in ITSM.
<b>Business as an eco system</b>	Evolves us beyond business and IT alignment to the integration and resulting eco system of business and IT.
<b>New IT Strategies</b>	ITIL is enhanced with guidance on strategies for outsourcing, co-sourcing, shared sourcing and guidance on selecting the right model and how to make the decisions.
<b>New concepts</b>	The addition of a state of the art Service Management Knowledge Base that moves us from capturing data into transforming it into wisdom.  The addition of Service Portfolios and the use of value networks.
<b>New Processes</b>	Request fulfillment separate from incident management to be a process on its own.
<b>Process expansion</b>	The addition of functions such as event management built into the incident lifecycle.  The art of creating service utilities, capabilities, resources and warranties to deliver best of breed service management.
<b>New practice areas</b>	To enhance operational practice, areas of technical, operational and application management.  Organisational structures in each practice areas to help readers create solid foundations for SM practices.  ITIL enhancements also include interactive templates, business cases and procedures for building, assessing and measuring returns on investment (ROI).

## The Service Lifecycle

ITIL is organized around a Service Lifecycle which includes: Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement.

The lifecycle starts with *Service Strategy* – understanding who the IT customers are, the service offerings that are required to meet the customers' needs, the IT capabilities and resource that are required to develop these offerings and the requirements for executing successfully. Driven through strategy and throughout the course of delivery and support of the service, IT must always try to ensure that cost of delivery is consistent with the value delivered to the customer.

*Service Design* assures that new and amended services are designed effectively to meet customer expectations. The technology and architecture required to meet customer needs cost effectively is an integral part of Service Design. Additionally, processes required to manage services are also part of the design phase. Service management systems and tools that are necessary to adequately monitor and support new or modified services must be considered, as must mechanisms for measuring service levels, technology and process efficiency and effectiveness.

Through the *Service Transition* phase of the lifecycle the design is built, tested and moved into production to assure that the business customer can achieve the desired value. This phase addresses managing changes, controlling the *assets and configuration items* (underlying components – hardware, software, etc) associated with new and changed systems, service validation and testing and transition planning to assure that users, support personnel and the production environment have been prepared for the release to production.

Once transitioned, *Service Operation* then delivers the service on an ongoing basis, overseeing the daily overall health of the service. This includes managing disruptions to service through rapid restoration of incidents, determining the root cause of problems and detecting trends associated with recurring issues, handling daily routine end user requests and managing service access.

Enveloping the Service Lifecycle is *Continual Service Improvement (CSI)*. CSI offers a mechanism for IT to measure and improve the service levels, the technology and the efficiency and effectiveness of processes used in the overall management of services.

## Why would an organization be interested in ITIL?

Although today's technologies allow us to be able to provide robust capabilities and afford significant flexibility, they are very complex. The global reach available to companies via the internet provides tremendous business opportunity while presenting additional challenges regarding the confidentiality, integrity and availability of our services and our data. Additionally, IT organizations need to continue to be able to meet or exceed service expectations while working as efficiently as possible. Consistent repeatable processes are the key to efficiency, effectiveness and the ability to improve services. These consistent, repeatable processes are outlined in the ITIL framework.

## What are the benefits of ITIL?

The main benefits of ITIL include:

- Alignment with business needs. ITIL becomes an asset to the business when IT can proactively recommend solutions as a response to one or more business needs. The IT Strategy Group recommended in Service Strategy and the implementation of Service Portfolio Management gives IT the opportunity to understand the business' current and future needs and develop service offerings that can address them.
- Negotiated achievable service levels. Business and IT become true partners when they can agree upon realistic service levels that deliver the necessary value at an acceptable cost.
- Predictable, consistent processes. Customer expectations can be set and are easier to meet through the use of predictable processes that are consistently used. Also, good practice processes are foundational and can assist

in laying the groundwork to meet regulatory compliance requirements.

- Efficiency in service delivery. Well-defined processes with clearly documented accountability for each activity as recommended through the use of a RACI matrix can significantly increase the efficiency of processes. In conjunction with the evaluation of efficiency metrics that indicate the time required to perform each activity, service delivery tasks can be optimized.
- Measurable, improvable services and processes. The adage that you can't manage what you can't measure rings true here. Consistent, repeatable processes can be measured and therefore can be better tuned for accurate delivery and overall effectiveness. For example, presume that a critical success factor for incident management is to reduce the time to restore service. When predictable, consistent processes are used key performance indicators such as Mean Time To Restore Service can be captured to determine whether this KPI is trending in a positive or negative direction so that the appropriate adjustments can be made. Additionally, under ITIL guidelines, services are designed to be measurable. With the proper metrics and monitoring in place, IT organizations can monitor SLAs and make improvements as necessary.
- A common language – terms are defined.

## Which companies use ITIL?

Literally thousands of companies worldwide and of all industries and sizes have adopted ITIL. These include:

- Large technology companies such as Microsoft, HP, Fujitsu, IBM
- Retailers such as Target, Walmart and Staples
- Financial services organizations such as Citi, Bank of America, Barclay's Bank
- Entertainment entities such as Sony and Disney
- Manufacturers such as Boeing, Toyota, Bombardier
- Life Sciences companies such as Eli Lilly, Pfizer, Takeda Pharmaceuticals.

The ITIL update project began in late 2009, with the objective of addressing the issues raised by the user and training community through the change control log on [www.best-management-practice.com/changelog](http://www.best-management-practice.com/changelog).

The Authors were recruited through the Call for Participants document. There is a single author for each book, and mentors have been assigned to one or more titles, often with other responsibilities, to ensure compatibility, harmony and consistency. The diagram on page 6 shows the relationship between these team members.

The mentors play an important role in the structure. They have to ensure adherence to the scope and consistency across the updated books. Therefore mentor posts were filled by invitation to members of the original V3 development team.

Work packages were created for each book. They contained a product description and a detailed scope, including a relevant list of issues recommended for resolution by the CAB (Change Advisory Board). Products will be reviewed by a Review Group for fitness for purpose. In effect, this means determining whether they comply with the scope and have satisfactorily resolved all the outstanding issues. The Review Group is representative of the ITIL community and will comprise: small, medium and large public and private sector users as well as:

- Vendors
- Consultants
- Training organizations
- International reviewers.

Reviewers have also been recruited via a Call for Participants document see [www.best-management-practice.com/gempdf/OGC\\_Call\\_for\\_Participants\\_ITIL\\_Update\\_October\\_2009.pdf](http://www.best-management-practice.com/gempdf/OGC_Call_for_Participants_ITIL_Update_October_2009.pdf) with the intention to create a balanced and representative Review Group. There will also be two formal reviews of each of the six books. Individuals have been asked to review just one book in depth, or the whole set specifically for consistency. Once the core books have been drafted, the Introduction will be updated to match. This activity must be done at this time, as the Introduction is entirely derivative. Two rounds of review of the Introduction will be completed.



# ITIL Update

## Governance Structure of the Development Team

Throughout the ITIL update development process, authors and mentors will work side by side to develop the guidance. They will be supported by the Project Board along with advisors to the Project Board. The Governance Structure for the project is as follows:



## ITIL Update Project Mentors



### **Project Mentor Shirley Lacy**

Shirley is an acknowledged leader and specialist in service management. As part of the ITIL Refresh

programme, she was co-author of the ITIL Service Transition publication. She has been an active contributor, reviewer and collaborator in the development of international standards, ITIL and supporting publications since the late 1980s. She is the UK Principal Expert on the International Standards groups that develop IT service management (ISO/IEC 20000) and capability assessment standards.

Shirley has a track record in enabling customers to deliver value from IT investments, working across the service lifecycle. She has extensive experience in advising and mentoring individuals, teams and organizations in the planning and implementing IT service management practices (including ITIL V3), through education, training and consultancy. She holds the ITIL Expert certificate and is an accredited trainer for ITIL and ISO/IEC 20000.



### **SD, ST and SO Mentor**

#### **Colin Rudd**

Colin has been working in the IT industry for over 35 years and was a lead

author in the development of Versions 1, 2 and 3 of ITIL. He has delivered Service Management training and consultancy all over the world.

A highly experienced examiner, Colin is a member of the ITIL Qualifications Board and the ISO/IEC work group (WG25), responsible for the enhancement of the ISO/IEC 20000. A former President of the Institute of IT Service Management, Colin is now a Director of itSMF International and Chair of the itSMF Standards Management Board. In 2002 he received itSMF's "Paul Rappaport" lifetime achievement award.



### **SS and CSI Mentor**

#### **David Wheeldon**

David was author of the original Service Level Management, Change Management, Configuration

Management, Software Control & Distribution and Unattended Operating books. He jointly authored the V2 Service Delivery book and the V3 Service Operation book.

David was Director of Service Management for Hewlett Packard, Managing Director of CEC Europe and Chief ITSM Consultant with Ultracomp. He was part of the original CCTA ITIL Author team. David has led and been heavily involved in many successful ITSM projects for a range of prestigious clients, visiting more than 60 countries on work and speaking engagement assignments.



### **Technical Continuity Editor**

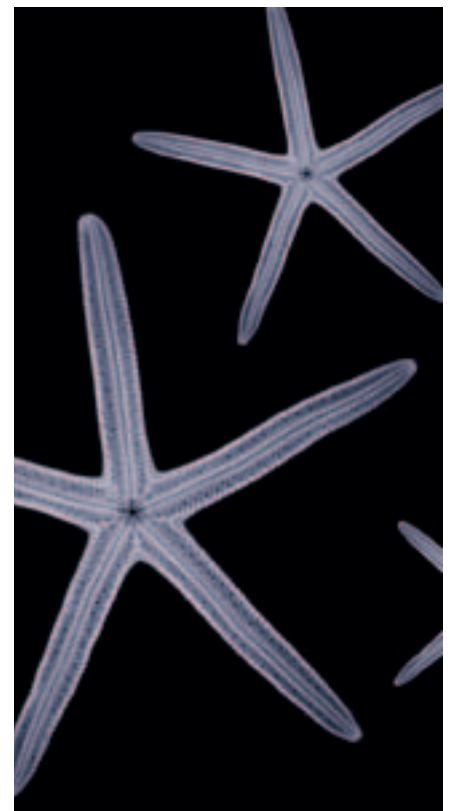
#### **Ashely Hanna**

Ashley started his IT career as a programmer 26 years ago and moved into IT

Service Management (ITSM) in 1993, and is now responsible within HP for the design and implementation of ITSM consultancy services and annuity support contracts.

From the wider industry perspective, Ashley has contributed as an author to ITIL V2, itSMF publications, Microsoft's Operations Framework (MOF), and most recently as co-author of the ITIL V3 Glossary of Terms, Definitions and Acronyms. He also assisted in developing and implementing the itSMF's ISO/IEC 20000 Certification and Qualification Schemes, and is a Senior Examiner for ITIL V3.

Ashley is a Fellow of the Institute of Service Management, and a board member of itSMF UK in his role as Chair of the Publications.



## Project Authors



### **Service Strategy Update Author**

#### **David Cannon**

With more than 21 years experience in IT Service Management, David is a Fellow of the Institute of

Service Management. He is currently Global Director of ITSM Strategy for Hewlett-Packard.

David has provided training and consulting services to virtually every industry sector and at every level of management. He was the founder of the itSMF South Africa, president of the itSMF USA in 2008 and currently chairs the itSMF International Executive Board. He co-authored the Service Operation book for ITIL V3, and is the author for Service Strategy in the ITIL V3 update.



### **Service Design Update Author**

#### **Lou Hunnebeck**

An IT Service Manager and ITIL V3 Expert with over 25 years of

experience in service industries, Lou is based in New York City, where she is currently Third Sky Inc.'s Vice President of IT Service Management Vision & Strategy.

Lou has led global teams in best practice and methodology design and was the driving force behind Third Sky's core accredited ITIL certification courses. She served on the public QA team for ITIL V3, is a member of the Senior Examination Panel for ITIL V3 and is authoring the Service Design book as part of the ITIL V3 Update Project.



### **Service Transition Update Author**

#### **Stuart Rance**

As well as delivering HP's mission critical partnership

service to some of HP's largest customers, Stuart supports other groups within HP. Activities include management of major customer escalations, and developing and delivering ITIL and ISO/IEC 20000 training courses.

Stuart is a senior ITIL examiner for APMG and an examiner for BCS ISEB. He is the co-author of the ITIL V3 glossary and of a number of pocket guides for OGC/TSO and itSMFUK, including the ITIL V3 Foundation Handbook and the ITIL V3 Capability Release, Control and Validation handbook.



### **Service Operation Update Author**

#### **Randy Steinberg**

Randy has over 25 years of international IT Service

Management and operations experience. He co-authored an ITSM methodology and operational framework formerly used by a major Big 4 consulting firm worldwide and was Global Head of Service Management for a worldwide media company with 176 operating centres.

Randy holds ITIL V3 Expert and ITIL V2 Service Manager certifications, along with many others. He is President of the Chicago itSMF Local Interest Group (LIG) chapter, was a reviewer for the ITIL Version 3 Service Transition book.



### **Continual Service Improvement Update Author**

#### **Vernon Lloyd**

With worldwide experience, Vernon has had a huge range of operational

and management roles in the IT service industry. He worked for Fox IT for 20 years and is currently International Client Director.

Vernon was a lead author for several ITIL books including Service Delivery, Service Support and Planning to Implement Service Management. He managed the ITIL Service Delivery refresh and was a lead author of the Service Design book in ITIL V3. Vernon is a senior examiner on the APMG ITIL Qualifications Group, ITSMF UK International Director and past President of the Institute of IT Service Management.



### **Introduction to the ITIL Service Lifecycle Update**

#### **Author Anthony Orr**

With more than 30 years of IT experience, Anthony is currently

the Global Best Practice Director for Services at BMC Software, Inc, is on its Thought Leadership council and is responsible for its global Best Practice Services, ITIL education initiatives and business simulations.

Anthony is certified in Project Management (PMP), ISO/IEC 20000 (SQMF), ITIL V2 Practitioner and Service Manager, and ITIL V3 Expert. He is Senior Examiner for APMG with responsibilities for the ITIL V3 examination scheme and the lead examiner for the "Managing Across the Lifecycle" examination and syllabus. A board member of itSMF Houston Local Interest Group, Anthony is former vice-chair of the 2005 itSMF USA Certification Committee. Anthony is author of the Introduction as part of the ITIL Version 3 Update project.

I have been trying to do my part to preserve our planet's natural resources. I have been working from home more often, thus lowering my carbon footprint on aviation fuel. Working at home has given me more time to keep up with the views and opinions of people who are commenting on ITIL. As usual, lots of people are very vocal but I think it's important for ITIL consumers to get correct and reliable information about what is happening between the pages of ITIL.

## OGC's Mandate for Change

The OGC's mandate for change is the best example I can think of Continual Service Improvement. Nothing is ever static and ITIL isn't either. After some time in the hands of its consumers, some inconsistencies between the lifecycle publications have surfaced. It's like buying a new car and after breaking it in, it needs a bit of tuning up.

OGC responsibly is stepping up to the plate and with TSO's funding, is implementing the fine tuning and improvements, most of which were spawned by the users themselves and their forgiving willingness to help point out areas that would benefit from some improvements and fine tuning. The memorable and long-lived companies of the world survive by continually improving their products. As consumers, we expect it.

Like any Continual Service Improvement initiative, one of the main concerns is ensuring the original investment is not lost. This is a primary objective for the teams working on revisions and on the products built around ITIL, namely the Qualification Scheme.

The mandate for change has been carefully constructed to ensure this is an update to ITIL and will not be labelled V4. The reason is that OGC would like to concentrate on ITIL just being ITIL. Although version numbering can of course be helpful, here we have a situation whereby labelling the update V4 is not helpful because everyone using V3 will worry their knowledge is somehow going to be out of date. This is absolutely not the case. All that is happening is that some elements of the method need to be addressed following the input of users.

## Qualifications

The ITIL Qualifications will – to some extent – be affected by this update. The V3 Qualifications have now outpaced V2 qualifications by 4 to 1 and the interest is growing each month. As demand is naturally dropping off for V2, OGC will gradually be withdrawing the V2 examinations this year.

The withdrawal schedule for 2010 is:

- V2 Foundation expired 30 Jun 2010
- V2 Manager expired 31 Aug 2010
- V2 Practitioner expires 31 Dec 2010
- Foundation Bridge expires 31 Dec 2010
- Managers Bridge expires 30 Jun 2011.

Anyone wishing to take these qualifications is urged to make plans now. If you are currently considering taking an ITIL Qualification or are in the midst of your ITIL education journey, you should simply continue in the same vein. The qualifications you achieve will continue to be recognized and relevant for years to come.

## A co-ordinated effort

The service lifecycle of ITIL Qualifications is somewhat shorter than its publication counterpart. This is because the sheer volume of people taking exams, the monitoring of statistical performance data and the need to freshen question databases on a routine basis, all allow us to continually improve qualifications almost in 'real-time'.

During the past few months the ITIL Examiners have been applying some improved Quality Management standards to all Intermediate products (the Foundation level had its improvement applied a few months ago).

All feedback received from the ITIL community including students, trainers, and ITSM experts has been taken into consideration, along with improved internal Quality standards which have come from the years of development the Examiner teams have under their belts.

These changes are all continual improvements which any good IT Service Manager will attest is the best way to remain relevant, useful and in step with the needs of the customer. The members of the Qualifications Board and Examiner Teams are aligned with members of the ITIL update team and a coordinated

effort is in place to ensure that the Examiners are able to assess the impact of changes to ITIL well before they reach the shelves, in order to make necessary adjustments to the qualifications.

During the recent Quality Management improvements, a Configuration Management System was created to track examination questions and their relationships to sections of the ITIL guidance. This will allow quick impact assessments to determine areas of any syllabus or examination paper that may be affected by guidance changes. The next step will be to analyze what is changing and how the qualifications may need to change to accommodate the changes to ITIL. This work will begin as soon as final drafts of the publications are available and Examiners will create updated syllabi and examinations while TSO finalize the guidance for publication.

The plan is to make the change to ITIL guidance and qualifications in tandem so these can be offered together.

In tandem with the Quality updates, we have been busy creating examinations in non-English languages to address needs in our growing, and diverse global market. In the past five months, almost 50 improved English examination papers have been released and approximately 80 new non-English papers are in translation and will be released into the market throughout the year.

In addition to the qualification updates that may result from the ITIL guidance updates, the Accreditor is considering other enhancements to the qualifications portfolio. Feasibility studies are now underway for condensed study options; alternative formats for higher level qualifications and new product innovation ideas that will add further flexibility for the ITIL consumer. These changes are being considered now that the range of qualifications is being reduced and there is room within the scheme for new products to enhance ITIL learning.

ITIL's future is keeping pace with business needs through continual service improvements and innovation. ITIL's future is rosy....and green!

## Is this an update or a new version?

It is an update. The changes to the publications are relatively minor and are designed to:

- Resolve any errors or inconsistencies in the text and diagrams, both in content and presentation
- Improve the publications by addressing issues raised in the Change Control Log, as analyzed and recommended by the CAB (Change Advisory Board) and approved by the Office of Government Commerce (OGC). These are largely to do with clarity, consistency, correctness and completeness
- Address suggestions for change made by the training community to make ITIL easier to teach
- Review the Service Strategy publication to ensure that the concepts are explained in the clearest, most concise and accessible way possible. There is no notion of simplifying the concepts; rather, improving the exposition of the ideas.

By the time the update is published, ITIL V1 and V2 will no longer be in existence and therefore the core publications will remain just ITIL.

## When will the update of ITIL come out?

We anticipate the update to publish in the second half of 2011. The publication date is subject to the feedback from the two public reviews.

## Why is the Office of Government Commerce (OGC) updating ITIL?

The reason for the update is to incorporate comments and suggestions received from the Change Control Log, which is located at [www.best-management-practice.com/ChangeLog](http://www.best-management-practice.com/ChangeLog)

Since publication we have received over 500 suggested changes, plus additional suggestions on roles, process flows, inputs and outputs from both users and trainers.

All publications have been through the Continual Service Improvement (CSI) process, and ultimately, this is what makes ITIL what it is – a Best Practice Framework.

We are committed to the principles of ITIL and key to this is CSI. This update is a direct result of feedback from the community that reads, uses and trains from this guidance. We are endeavoring to improve the guidance based on feedback from key stakeholders, and the end result will be guidance that is easier to navigate, read, translate, and teach.

## What are the confirmed improvement plans for the future?

A CAB has been established to monitor the changes that are logged for the ITIL core publications. The CAB reviews the comments placed on the Change Control Log and either accepts or rejects the issue. Accepted issues are discussed with OGC who balance the frequency of change against the need to keep the guidance up-to-date. Complementary publications and white papers may also be generated as a result of comments placed on the change log.

## Is Sharon Taylor involved?

Sharon Taylor is the Technical Advisor to the Board. The Project Board can call upon the Technical Adviser to review issues that have been escalated to the Project Board by the Authors and Mentors.

## Will my software tool need to be updated?

This update should not affect the tool vendors as the scheme is process based and major changes to the processes are out of the scope of this update. Any impact will be minor. The scheme is administered by APM Group (APMG), on behalf of the OGC. For full details on the Software License Scheme visit [www.itil-officialsite.com](http://www.itil-officialsite.com)

## How can I keep up-to-date with all developments?

Simply register for the ITIL Elert Service at [www.best-management-practice.com/ITILRegister](http://www.best-management-practice.com/ITILRegister)

## How can you be sure this update will stay in line with the original V3 principles?

The point of using new authors is not to give them carte blanche to change ITIL as they wish. It is to gain their new perspective as well as their ideas for the way the text can be improved to meet the new product descriptions. Maintaining the purity of V3 concepts, i.e. continuity from V3, is a prime responsibility of the mentors, who will all have either been V3 authors or worked on V3 development in a key capacity. Finally, the project board will also consider the views of the Review Group before authorizing publication, so any concerns will have been raised and considered.

## ITIL Publications

### How will the update benefit the end user?

The updated publications will be easier to read and understand. However, there is no need to buy the new books. TSO and the OGC are working on a free, downloadable 'Summary of Changes' which will detail all the changes to the text. However, due to the nature of changes for Service Strategy a different briefing will be made available. The update has not been undertaken to generate more revenue; it is responding to users' feedback and requirements, and providing them with an improved product.

### Will Online Subscriptions receive the update free of charge?

Yes. The update to the core text will be available to everyone with an active online subscription. Subscribers will automatically receive the updated text at no additional cost.

### Will the publications look different?

Users will be able to distinguish between the current publication and the update by the cover which will be significantly different to reflect the OGC's new branding guidelines.

### What will happen to the translations?

The priority languages are French, German, Japanese, Portuguese and Spanish. The aim is to have these available six months after the updated English edition is published.

### Is the Version 3 Glossary going to be updated?

Yes. It is the intention that all 22 translated glossaries will be available at the same time as the English version. The glossaries can be found at [www.itsm-portal.com](http://www.itsm-portal.com)

### What changes can we expect to Service Strategy?

The update does not make the guidance more complex. It is designed to ensure that the books relate more clearly to one another, anomalies are corrected and that the content is conveyed in a clear and concise manner. The feedback from users is that Service Strategy needed most improvement in this regard. Most of the concepts will remain the same, but the wording of these concepts and how they are explained will change.

ITIL is a constantly evolving framework for the implementation of Best Practice in the IT service management world. So it can be understood and used as effectively as possible, we need to ensure that it is accessible and understandable to all.

### How will I find the amendments to the titles?

TSO and OGC are endeavouring to provide a free of charge downloadable 'Summary of Changes' which will detail changes to the text where possible. This may not be possible with Service Strategy due to the large amount of text change due to it being reworded.

## ITIL Examinations

### Do I need to be re-certified? Will I have to take a bridging exam for the update?

Candidates who hold existing ITIL certification will not need to become re-certified.

The Accreditor (APMG) will not be introducing any bridging examinations for the impending update, as the core ITIL process areas and principles will not change significantly.

### Will this affect the Intermediate exams?

Because the core ITIL processes and principles are not changing, we do not envisage that the syllabuses and examinations will undergo extensive changes. As the scope of change to the Service Strategy publication is wider, the Service Strategy Lifecycle module will need a more extensive review to determine the degree of change required, if any. However it is important to note that no resit will be required for any exams already taken as the principles remain the same. Only the way they are described is being changed and may alter some references within syllabuses and specific questions going forward. APMG will ensure that the necessary impact analysis and review of the examination questions is conducted as soon as possible, so that any updates are made in a timely manner following the publication of the updated titles.

### Will I still be able to take a V2-V3 bridging course?

The last of the bridging courses (the V3 Managers Bridge) will be withdrawn in June 2011. Depending on the final publication date for the updated titles, this course may still be available; however it will not be updated nor aligned to the updated publications.

### How long can I continue to take ITIL V2 Qualifications?

The schedule for withdrawal of V2 Qualifications is:

- V2 Foundation expired 30 June 2010
- V2 Manager expired 31 August 2010
- V2 Practitioner expires 31 December 2010
- Foundation Bridge expires 31 December 2010
- Managers Bridge expires 30 June 2011.

After these dates you will no longer be able to sit an examination based on ITIL V2. However, V2 qualifications are still recognized by the industry and under the current scheme, and each certification has a credit value which candidates can reach ITIL Expert Certification.

### Should I take the V3 exam Foundation now or should I wait until the update is published in 2011?

Any examination candidate who is currently prepared to take their examination should take it now and not wait until the update has been published. In accordance with the scope for the update, core ITIL process areas and principles will not change significantly, so candidates' understanding of the ITIL principles will be the same regardless of when they take the exam.

## OGC Trade Marks

ITIL® is a Registered Trade Mark of the Office of Government Commerce in the United Kingdom and other countries

The Swirl logo™ is a Trade Mark of the Office of Government Commerce.

## Further information

Further information is available at:  
[www.Best-Management-Practice.com](http://www.Best-Management-Practice.com)  
[www.itsm-portal.com](http://www.itsm-portal.com)

## Multi-media Library

All official core ITIL publications are available in a number of formats to ensure all user's needs and demands are met.

### Hard Copy

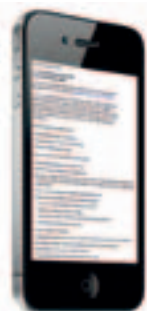
The books are available individually or as a complete set.

### Downloadable PDF

A single user, non-networkable PDF (with a bookmarking function) allows you access to the library whilst on the move and titles are available individually or as a set.

### eBooks

eBooks can be downloaded onto your pc, laptop or other mobile device for smooth reading and the opportunity to adapt content to your reading preference.



### Online Annual Subscription

The online subscription is the only way to have instant access to the latest authoritative text, including access to all amendments, revisions, impressions and updates issued throughout the year.

So if you have an active online subscription when the current ITIL update is released you will receive this automatically.

The online subscription's basic functionality includes easy navigation, bookmarking, history, cross linking between chapters and titles, and pop-up glossary of terms.

There are two types of access to the online subscription; Individual and Corporate.

- **Individual** - gain access through IP user name and password
- **Corporate** - offers greatest access to the guidance across your organization.

For further information or to obtain a quote please email [ITILOnline@tso.co.uk](mailto:ITILOnline@tso.co.uk)

### The Complete Core Lifecycle Set

The titles can be purchased individually but they provide a substantial cost saving when purchased as a set of the five core titles; ITIL Lifecycle Publication Suite.

We also offer flexible packages for those wanting mixed media access. Please email [ITILOnline@tso.co.uk](mailto:ITILOnline@tso.co.uk) to discuss your requirements.



## Little ITILs

Key Element Guides are handy reference guides to the core ITIL titles: Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement. The Key Element Guides discuss ITIL, its evolution and the need for the Service Lifecycle approach. They examine what is meant by the best practice framework, how this relates to 'common practice' and what compliance means. Each book provides an overview of the key elements, principles and objectives of the core ITIL title, it examines and is a resource to use prior to starting an Intermediate Lifecycle Course.

## SAM grows up

This title has been updated in line with the changes from ITIL V2 to V3.



This guide has been developed to assist with understanding what Software Asset Management (SAM) is and to explain what is required to perform it effectively and efficiently as identified in industry best practice.

## Lighter ITIL

ITIL Lite is aimed at encouraging organizations to adopt ITIL V3 by selecting and implementing key ITIL V3 components. For many reasons not every organization can adopt the whole of ITIL V3. Therefore, this publication explains which components are essential and how to select the appropriate components for implementation. The title is based around a project template to help readers prepare their own project.



## 3-in-1

Agile Project and Service Management - Delivering IT Services using PRINCE2, ITIL and DSDM Atern offers practical guidance on how to deliver an IT Service by employing ITIL, PRINCE2 and DSDM Atern. It discusses the three approaches and gives an overview and the benefits of each. It also describes the issues that arise from implementing ITIL, the structure and content of PRINCE2 and the breadth of DSDM.



## Building Blocks

Building an ITIL-based Service Management Department written by Malcolm Fry, one of the leading experts on ITIL, this title explains, in a structured and logical manner, how to build an ITIL based Service Management Department that will both support and supplement the ITIL V3 processes. This title is available in both hardcopy and PDF formats.



## Study Buddys

### Passing your Foundation Exam

Contains full details of the Official ITIL Qualifications. Suitable for those taking the foundation exam, it provides an overview of the purpose, objectives and format of the examination.



### Passing your Intermediate Exam

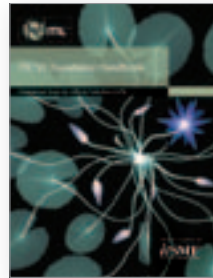
Covers both the Lifecycle and Capability Streams. It contains sample questions and answers for each of the modules, and exercises on a case study asking you to relate your learning back to your organization.



## Handy Helpers

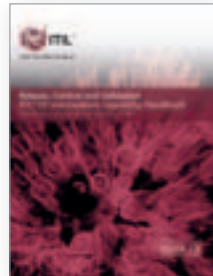
### Foundation Handbook

Designed to help students sitting the ITIL V3 Foundation Exam. The title provides a key reference aid for managers, practitioners, vendors and consultants in the workplace and while travelling.



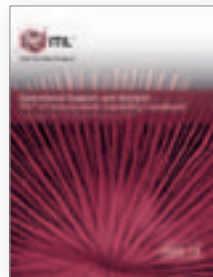
### RCV Intermediate Capability Handbook

Endorsed by the official ITIL Accreditor, is suitable for candidates taking the Release, Control and Validation Stream Exam.



### OSA Intermediate Capability Handbook

Endorsed by the official ITIL Accreditor, is suitable for candidates taking the Operational Support and Analysis Stream Exam. The book provides details on the ITIL V3 qualification scheme from foundation through to the advanced diploma.



To purchase any of these titles visit [www.best-management-practice.com](http://www.best-management-practice.com)

## Stay informed

Register for the Elert Service at [www.best-management-practice.com/ITILRegister](http://www.best-management-practice.com/ITILRegister) to ensure you receive the latest news straight from the source as and when it happens

